Schroders

Annual Report and Accounts 2021

Schroder & Co. Limited

Year Ended 31 December 2021

Registered Number: 02280926

Contents

Officers and professional advisers

Directors

Mary-Anne Daly
Paul Drechsler CBE
Nigel Drury
Helen Fitzgerald
Peter Hall
Susan Harris
Charles Porter
Caspar Rock

Company Secretary

Schroder Corporate Services Limited

Registered Office

1 London Wall Place
London
EC2Y 5AU

Independent Auditor

Ernst & Young LLP
25 Churchill Place
London
E14 5EY

Strategic report

The Directors present their Strategic report on Schroder & Co. Limited (the 'Company') for the year ended 31 December 2021.

Results and review of the business

The profit for the year, after tax, was £49.8 million (2020: £46.7 million profit after tax). Assets under management (AUM) grew by £7.8 billion during the year, from £38.5 billion to £46.3 billion as a result of strong inflows from new and existing clients, the onboarding of assets from the purchase of Sand Aire Limited ('Sand Aire'), good portfolio investment performance and positive markets. The Company continued to adapt well to working remotely and the Directors consider this to be a strong set of results.

The Sand Aire clients and relationship management team are now fully integrated within the business and reinforce the Company's leading position in the servicing of ultra-high net worth, often multi-generational families.

The Company continued its UK regional expansion with the recruitment of teams in Manchester, Birmingham and Bristol, which will enable more business owners to be serviced locally while benefiting from our strong investment and financial planning expertise.

Other developments included continued enhancements to our investment process, most notably in the areas of Sustainable Investment and Private Assets. 2021 saw us experience a significant increase in demand for sustainable strategies from our private and charity clients. We now provide all clients, including those who may not have opted for sustainable mandates, with metrics on the impact of their portfolios on Society and the Environment and in so doing, inform them of the choices available to them. As a leading player in the UK Wealth Management industry, we believe we have an important role to play in how capital is deployed to secure better futures not only for our clients, but society as a whole. Climate Change is an enormous challenge facing the world and we welcome Schroders plc Group's ('the Group') decision to become a founding member of the Net Zero Asset Manager initiative which supports the transition to net zero greenhouse gas emissions.

The Company offers investment management, wealth planning and specialist banking services to private clients and charities. The Company's investment and operating principles are expected to remain unchanged in 2022 whilst their application continues to evolve alongside our client offering.

The Company and the Group remained resilient throughout the pandemic and there has been no significant impact on business operations. While the longer-term effects of the pandemic and more recent geopolitical shifts on the world economy and central policy may cause more volatility in financial markets, the Company remains well placed to weather future challenges.

Directors' duties – compliance with section 172 of the Companies Act 2006

Section 172 of the Companies Act 2006 requires a director of a company to act in the way he or she considers, in good faith, would most likely promote the success of the Company for the benefit of its members as a whole. In doing this, section 172 requires a director to have regard, amongst other matters, to the:

- likely consequences of any decisions in the long-term;
- interests of the company's employees;
- need to foster the company's business relationships with suppliers, customers and others;
- impact of the company's operations on the community and environment;
- desirability of the company maintaining a reputation for high standards of business conduct, and
- need to act fairly as between members of the company.

To discharge their section 172 duties, the directors had regard to the factors set out above in making the principal decisions taken by the Company.

Due to the structure of the Schroders Group, stakeholder engagement also took place using Group resources, in line with agreed delegations. For details of the engagement that takes place with the Company's stakeholders at Group level, please refer to the Schroders plc annual report and accounts for the year ended 31 December 2021 (the 'Schroders Report').

The Board made a number of key decisions on behalf of the Company during the year, including those summarised below. The impact on the Company's stakeholders continues to be considered throughout the Board's decision making process.

Increase in the loan book limit

During the year, the Board approved two increases to the Company's loan book limit. In reaching those decisions the Board considered a number of factors including the growing demand from clients for borrowing, the capital and liquidity impact to the Company of increasing lending to clients and its ability to continue to pay out a dividend to its shareholder.

Liquidity to the Schroders Group

Following engagement with the Group's Treasury function regarding the possibility of one of the banks within Wealth management providing liquidity to the Group, the Board approved an uncommitted liquidity line of £75 million to the Group. The Board considered its stakeholders in agreeing to provide the facility, including the interests of the Group and the impact of lending on its own financial position. The Board considered the interests of its wider stakeholders in agreeing that the transaction be at arm's length and that the potential conflicts of interest to it providing liquidity be appropriately mitigated.

Dividend

The Board approved the payment of a dividend of £36.7 million during 2021. In reaching that decision, the Board considered the long term impact on its liquidity requirements, particularly in light of the increase to the loan book limit.

Other decisions

Clients are at the centre of our business and doing the right thing by clients is key to the future success of the Company. The impact on clients was a key consideration for all major decisions taken by the Board.

The Company has a policy of providing employees with information on matters of interest to them in relation to the business of the Company and the Group. Please see the Directors' report for further details. Engagement with employees continued to be strengthened during 2021, as employees transitioned to a hybrid model of returning to the office and continuing to work remotely during the pandemic.

The Company has adopted the UK Prompt Payment Code and is committed to these principles regarding the fair treatment of suppliers, who are viewed as key stakeholders. Please see note 17 for further details.

The Board seeks to maintain the Company's reputation for high standards of business conduct when making key decisions and upholds high standards of conduct.

Principal risks and uncertainties

The Company's principal risks and uncertainties are integrated with the principal risks of Schroders plc's other subsidiary undertakings which, with Schroders plc, form the Group and are not managed separately. Accordingly, the principal risks and uncertainties of the Group, which include those of the Company, are discussed in "Key risks and mitigations" in the Strategic report and "Risk and internal controls" within the Governance section of the Schroders Report. The Schroders Report does not form part of this report.

Strategic report (continued)

Key performance indicators

The Group's operations are managed on a divisional basis. The development, performance and position of the Group, which includes the Company, is discussed in the Strategic report in the Schroders Report. The Schroders Report does not form part of this report. The Company's Directors also use key performance indicators to monitor the performance of the Company; these include net new business, total revenues, revenue margins and assets at the year-end.

Approved by the Board of Directors and signed on its behalf by:

Matthew Buckland, Authorised signatory for
Schroder Corporate Services Limited
Company Secretary
4 March 2022

Directors' report

The Directors present their report and the audited financial statements of the Company for the year ended 31 December 2021. The information contained in the Strategic report and the Statement of Directors' responsibilities forms part of this Directors' report.

General Information

The Company is a private company, limited by shares, incorporated and domiciled in England and Wales. The Company's ultimate parent undertaking and controlling entity is Schroders plc, which together with the Company and Schroders plc's other subsidiary undertakings, form the Group.

The Company is an authorised banking institution under the Financial Services and Markets Act 2000. The Company is authorised and regulated by the Prudential Regulation Authority and Financial Conduct Authority.

Future developments

The future developments of the Company are disclosed within the Strategic report.

Dividends

During the year, the Directors declared a dividend of £36.7 million (2020: £30.9 million) which was paid to the member of the Company on 8 March 2021.

Risk management and use of financial instruments

The risk management processes of the Company are aligned with those of the Group as a whole. Details of the Group's risk management processes are outlined in "Key risks and mitigations" in the Strategic report and "Risk and internal controls" within the Governance section of the Schroders Report. The Company's specific risk exposures to financial instruments are explained in note 13 to the financial statements. The Schroders Report does not form part of this report.

Going concern

Taking all the above factors into consideration, including the nature of the Company and its business, the Directors are satisfied that, at the time of approving the financial statements, there is a reasonable expectation that the Company has adequate resources to continue in operational existence for 12 months from the date the Annual Report and Accounts is signed. For this reason the Directors continue to adopt the going concern basis in preparing the financial statements.

Directors

The Directors of the Company who have served during the year, except where listed below, are listed on page 3. Between 1 January 2021 and 4 March 2022 the following changes have taken place:

Director	Appointed
Nigel Drury	7 September 2021

Directors' and Officers' liability insurance

Directors' and Officers' liability insurance is taken out by Schroders plc, the Company's ultimate parent company, for the benefit of the Directors of the Company.

Employee engagement

The Company has a policy of regularly providing employees with information on matters of interest to them in relation to the business of the Company and the Group.

Employees are consulted via email, an intranet site and an employee forum (the 'Forum'). The Senior Independent Director of Schroders plc attends the Forum in order to gather feedback and hear the issues that concern employees. The Forum consists of employees elected by their peers, and members of the Forum meet regularly with management as part of a Joint Consultative Group which discusses employee-related matters and provides feedback and recommendations to the senior management team of the Group.

Financial and economic factors affecting the performance of the Group are set out in the Schroders Report which is made available to all employees. Through the Share Incentive Plan, employees are encouraged to participate in the success of the Group.

Employment policy

The Company is committed to equal opportunities for both existing employees and applicants seeking employment. It is the Company's policy to give appropriate consideration to applications for employment from disabled persons, having regard to their particular aptitudes and abilities. For the purpose of training, career development and promotion, disabled employees, including any who become disabled in the course of their employment, are treated on equal terms with other employees.

Independent Auditors and disclosure of information to independent Auditors

In accordance with section 487(2) of the Companies Act 2006 and in the absence of a notice proposing that the appointment be terminated at a general meeting, the current auditors, Ernst & Young LLP ('EY'), are deemed to be reappointed for the next financial year.

To the best of the Directors' knowledge, there is no relevant audit information of which EY is unaware. Each of the Directors has taken all reasonable steps that ought to have been taken by him or her as a Director in order to make himself or herself aware of any relevant audit information and to establish that the Company's auditor is aware of such information.

Streamlined Energy and Carbon Reporting (SECR)

The Schroders Report includes the energy and carbon information for the Group, including the Company as a subsidiary undertaking under the SECR framework.

Statement of corporate governance arrangements

As a subsidiary undertaking, the Company applies the UK Corporate Governance Code where applicable to support Schroders plc's overall compliance with that code.

Statement of Directors' responsibilities

The Directors are responsible for preparing the Strategic report, the Directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with UK-adopted international accounting standards. Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state that the financial statements comply with UK-adopted international accounting standards, subject to any material departure disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the Board of Directors and signed on its behalf by:

Matthew Buckland, Authorised signatory for
Schroder Corporate Services Limited
Company Secretary
4 March 2022

Registered Office:
1 London Wall Place
London EC2Y 5AU

Registered in England and Wales No 02280926

Independent auditor's report to the member of Schroder & Co. Limited

Opinion

We have audited the financial statements of Schroder & Co. Limited ('the Company') for the year ended 31 December 2021 which comprise the income statement, the statement of comprehensive income, the statement of financial position, the statement of changes in equity, cash flow statement, and the related notes 1 to 30, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK-adopted international accounting standards.

In our opinion, the financial statements:

- give a true and fair view of the Company's affairs as at 31 December 2021 and of its profit for the year then ended;
- have been properly prepared in accordance with UK-adopted international accounting standards; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion.

We conducted our audit in accordance with International Standards on Auditing (UK) ('ISAs (UK)') and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's ('FRC') Ethical Standard as applied to public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. To evaluate the Directors' assessment of the company's ability to continue to adopt the going concern basis of accounting, we have:

- assessed the assumptions used in management's forecasts and determined that the models are appropriate to enable management to make an assessment on the going concern of the Company. We also performed back-testing on prior year forecasts;
- evaluated the capital and liquidity position of the Company by reviewing the Internal Capital Adequacy Assessment Process, the Internal Liquidity Adequacy Assessment Process and the Recovery Plan;
- assessed the appropriateness of the stress and reverse stress test scenarios that consider the key risks identified by management. We evaluated management's analysis by testing the clerical accuracy and assessing the conclusions reached in the stress and reverse stress test scenarios;
- assessed the plausibility of available options to mitigate the impact of the key risks by comparing them to our understanding of the Company;
- performed enquiries of management and those charged with governance to identify risks or events that may impact the Company's ability to continue as a going concern. We also reviewed the management paper approved by the Board and minutes of meetings of the Board and its committees; and
- assessed the appropriateness of the going concern disclosures by comparing them to management's assessment for consistency and for compliance with the relevant reporting requirements.

Independent auditor's report to the member of Schroder & Co. Limited (continued)

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for twelve months from the date the Annual Report and Accounts are signed.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report. However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the Company's ability to continue as a going concern.

Overview of our audit approach

Key audit matter	• Improper recognition of revenue
Materiality	• Overall materiality of £3.1 million, which represents 5% of profit before tax.

An overview of the scope of our audit

Tailoring the scope

Our assessment of audit risk, our evaluation of materiality and our allocation of performance materiality determine our audit scope for the Company. This enables us to form an opinion on the financial statements. We take into account size, risk profile, the organisation of the Company and effectiveness of controls, changes in the business environment and other factors, such as recent Internal Audit results, when assessing the level of work to be performed.

Climate change

The Company has determined that the majority of its climate-related risk lies in the assets they manage on behalf of their clients. This is primarily explained on page 39 in the risk review, which form part of the 'Other information'. Our procedures on these disclosures therefore consisted solely of considering whether they are materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appear to be materially misstated.

As explained in Basis of preparation on page 22, climate risks have been considered in the preparation of the financial statements where management consider it appropriate. The principal areas of consideration by management include: the measurement of financial assets and impairment assessments.

Our audit effort in considering climate change was focused on assessing whether the effects of potential climate risks have been appropriately reflected by management in reaching their judgments in relation to the measurement of financial assets and the impairment assessments. We also challenged the Directors' considerations of climate change in their assessment of going concern and associated disclosure.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified. These matters included those which had the greatest effect on: the overall audit strategy, the allocation of resources in the audit; and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the financial statements as a whole, and in our opinion thereon, and we do not provide a separate opinion on these matters.

Independent auditor's report to the member of Schroder & Co. Limited (continued)

Risk	Our response to the risk
Improper recognition of revenue (£211.4 million, 2020: £184.1 million) *Refer to accounting policies in note 2 of the financial statements (page 23).* There is a risk of inappropriate recognition of revenue specifically focussed on manual fee calculations that may be susceptible to management override or error. The revenue generated by the Company is largely automated for interest, and fee and commission income. As such, the risk of material misstatement due to fraud or error is lower. However, for manual calculations of fees and commission income, that have increased complexity, there is a heightened risk of management override because the calculations are manual and there are adjusting journal entries recorded in the ledger.	We have: • confirmed and updated our understanding of the procedures and controls in place throughout the revenue process, including updating our understanding of the fee arrangements with each client, the input of those arrangements in the relevant systems, and billing and cash collection; • tested the controls over access to, and changes to, the IT systems underpinning the revenue process, including testing controls and reconciliations over the flow of data between systems for completeness and accuracy; • tested the controls in place over the onboarding process, including controls over new and amended fee arrangements, to determine if changes made to client files have been appropriately reviewed once the changes have been submitted; • tested the controls in place over the calculation of revenue; • for a sample of manual fee and commission revenue items we agreed the fee rates used in the calculation to the customer agreements and recalculated the fee income; • for a sample of automated fee and commission revenue items we agreed the fee rates used in the calculation to customer agreements and recalculated 100% of automated fee and commission income; • tested the revenue accrual raised at year end by substantiating a sample of revenue items to post year end billings to assess the appropriateness of the accrual raised; • reviewed the quarterly management and custody fee revenue reconciliations to ensure that revenue was being recognised in the correct period; • validated the selected sample of manual and automated fee and commission revenue samples to cash receipts; • performed revenue cut off procedures to assess if revenue was recorded within the correct period; • tested the appropriateness of journal entries recorded in the sub-ledgers and any other adjustments made in the preparation of the financial statements by auditing a sample of journal entries back to supporting documentation; and • tested compliance with IFRS 15 – Revenue from contracts with customers ('IFRS 15') by assessing the revenue samples selected met the criteria specified under IFRS 15.

Independent auditor's report to the member of Schroder & Co. Limited (continued)

Key observations communicated to the Schroders Wealth Management Audit and Risk Committee

All transactions tested have been recognised in accordance with the underlying agreements or other supporting documentation. Revenue has been recorded materially in accordance with IFRS 15.

Based on the procedures performed, we have no material matters to report in respect of revenue recognition.

Prior year comparison

There has been no change to our key audit matter in comparison with the prior year.

Our application of materiality

We apply the concept of materiality in planning and performing the audit, in evaluating the effect of identified misstatements on the audit and in forming our audit opinion.

Materiality

The magnitude of an omission or misstatement that, individually or in the aggregate, could reasonably be expected to influence the economic decisions of the users of the financial statements. Materiality provides a basis for determining the nature and extent of our audit procedures.

We determined materiality for the Company to be £3.1 million (2020: £2.9 million), which is 5% (2020: 5%) of profit before tax. We believe that profit before tax is the most relevant performance measure to the stakeholders of the entity.

During the course of our audit, we reassessed initial materiality based on 31 December 2021 profit financial statement amounts and adjusted our audit procedures accordingly.

Performance materiality

The application of materiality at the individual account or balance level. It is set at an amount to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality.

On the basis of our risk assessments, together with our assessment of the Company's overall control environment, our judgment was that performance materiality was 75% (2020: 75%) of our planning materiality, namely £2.3 million (2020: £2.2 million).

Reporting threshold

An amount below which identified misstatements are considered as being clearly trivial.

We agreed with the Wealth Management Audit and Risk Committee that we would report to them all uncorrected audit differences in excess of £0.16 million (2020: £0.15 million), which is set at 5% of planning materiality, as well as differences below that threshold that, in our view, warranted reporting on qualitative grounds.

We evaluate any uncorrected misstatements against both the quantitative measures of materiality discussed above and in light of other relevant qualitative considerations in forming our opinion.

Other information

The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The Directors are responsible for the other information in the Annual Report.

Independent auditor's report to the member of Schroder & Co. Limited (continued)

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic report and the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and.
- the Strategic report and the Directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Directors

As explained more fully in the Statement of Directors' responsibilities set out on page 9, the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise

from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the Company and management.

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Company and determined that the most significant are those that relate to the reporting framework (UK-adopted international accounting standards and the Companies Act 2006) and relevant tax compliance regulations. In addition, we concluded that there are certain significant laws and regulations which may have an effect on the determination of the amounts and disclosures in the financial statements being the relevant Prudential Regulation Authority ('PRA') and Financial Conduct Authority ('FCA') rules and regulations.

- We understood how Schroder & Co. Limited is complying with those frameworks by making enquiries of senior management, including the Chief Financial Officer, Company Secretary, Head of Compliance, Chief Risk Officer, Head of Internal Audit and the Chairman of the Wealth Management Audit and Risk Committee. We corroborated our understanding through our review of board and committee meeting minutes, papers provided to the Wealth Management Audit and Risk Committee, and correspondence received from regulatory bodies.

- We assessed the susceptibility of the Company's financial statements to material misstatement, including how fraud might occur, by meeting with management to understand where they considered there was susceptibility to fraud. We also considered performance targets and their potential influence on efforts made by management to manage or influence the results. We considered the controls that the Company has established to address risks identified, or that otherwise prevent, deter and detect fraud, including in a remote-working environment; and how senior management monitors these controls. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk.

- Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations identified in the paragraphs above. Our procedures involved: journal entry testing, with a focus on manual journals and journals indicating large or unusual transactions based on our understanding of the business; enquiries of senior management, and focused testing, as referred to in the key audit matter section above.

A further description of our responsibilities for the audit of the financial statements is located on the

Financial Reporting Council's website at https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report to the member of Schroder & Co. Limited (continued)

Other matters we are required to address

- Following the recommendation from the Wealth Management Audit and Risk Committee we were appointed by the Company on 9 March 2018 to audit the financial statements for the year ending 31 December 2018 and subsequent financial periods.

  The period of total uninterrupted engagement including previous renewals and reappointments is four years, covering the years ending 2018 to 2021.

- The non-audit services prohibited by the FRC's Ethical Standard were not provided to the Company and we remain independent of the Company in conducting the audit.

- The audit opinion is consistent with the Audit Results Report to the Wealth Management Audit and Risk Committee.

Use of our report

This report is made solely to the Company's member, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's member those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's member as a body, for our audit work, for this report, or for the opinions we have formed.

Julian Young (Senior statutory auditor)

for and on behalf of Ernst & Young LLP, Statutory Auditor

London

4 March 2022

Income statement

for the year ended 31 December 2021

	Notes	2021 £'000	2020 £'000
Interest income and similar income arising from:			
Debt securities and other fixed income securities		563	1,832
Other interest income and similar income		7,001	8,691
		7,564	10,523
Interest expense		(518)	(2,229)
Net interest income		**7,046**	8,294
Fee and commission income		211,390	184,121
Fee and commission expense		(9,241)	(8,091)
Net fee income		**202,149**	176,030
Net gains on financial instruments and other income	5	7,263	7,936
Total net income		**216,458**	192,260
Administrative expenses	4	(154,072)	(134,419)
Profit before tax		**62,386**	57,841
Tax	6 (a)	(12,547)	(11,149)
Profit after tax		**49,839**	46,692

Statement of comprehensive income

for the year ended 31 December 2021

	Notes	2021 £'000	2020 £'000
Profit for the year		49,839	46,692
Items that may be reclassified to the income statement			
Net (loss) / gain on financial assets at fair value through other comprehensive income	5	(73)	141
		(73)	141
Items reclassified to the income statement			
Net realised loss on disposal of debt securities classified as fair value through other comprehensive income	5	-	(17)
Other comprehensive income for the year		(73)	124
Total comprehensive income for the year		**49,766**	46,816

All the Company's revenues derive from continuing operations.

Statement of financial position

at 31 December 2021

	Notes	2021 £'000	2020 £'000
Assets			
Loans and advances to banks	8	2,007,276	1,896,174
Other financial assets	9	245,144	217,065
Loans and advances to customers	10	307,037	204,785
Trade and other receivables		3,470	1,244
Prepayments and accrued income		64,574	51,315
Property, plant and equipment	11	24	12
Investments in subsidiaries	12	2,911	37,622
Deferred tax	7	197	2,030
Goodwill and intangible assets	14	118,408	87,209
Total assets		**2,749,041**	2,497,456
Liabilities			
Deposits by banks	15	120,466	66,233
Customer accounts	16	2,235,672	2,070,409
Financial liabilities derivative contracts	13 (e)	2,743	11,315
Trade and other payables	17	14,106	7,142
Corporation tax	6	13,223	12,046
Accruals and deferred income		71,638	51,755
Total liabilities		**2,457,848**	2,218,900
Net assets		**291,193**	278,556
Total equity	19	**291,193**	278,556

The accounts on pages 17 to 71 were approved by the Board of Directors on 4 March 2022 and signed on their behalf by:

Helen Fitzgerald
Director

Schroder & Co. Limited
Registered in England and Wales
Registered number 02280926

Statement of changes in equity

for the year ended 31 December 2021

	Share capital £'000	Fair value reserve £'000	Retained earnings £'000	Total equity £'000
At 1 January 2020	132,500	171	92,669	225,340
Profit for the financial year	-	-	46,692	46,692
Fair value adjustment	-	124	-	124
Total comprehensive income for 2020	-	124	46,692	46,816
Tax in respect of share schemes	-	-	274	274
Increase in share capital	37,000	-	-	37,000
Dividends paid	-	-	(30,874)	(30,874)
At 31 December 2020	**169,500**	**295**	**108,761**	**278,556**
Profit for the financial year	-	-	49,839	49,839
Fair value adjustment	-	(73)	-	(73)
Total comprehensive income for 2021	-	(73)	49,839	49,766
Tax in respect of share schemes			367	367
Equity retained earnings	-	-	(804)	(804)
Dividends paid	-	-	(36,692)	(36,692)
At 31 December 2021	**169,500**	**222**	**121,471**	**291,193**

Cash flow statement

for the year ended 31 December 2021

	Notes	2021 £'000	2020 £'000
Net cash generated from operating activities	23	**210,741**	227,094
Investing activities			
Acquisition of business	28	148	(66)
Purchase of software	14	(3,553)	(2,623)
Purchase of property, plant and equipment	11	(21)	(13)
Net (purchase)/disposal of debt and other fixed income securities		(36,538)	232,286
Purchase of subsidiary		-	(34,717)
Disposal of subsidiary		-	25,874
Capital injection to a subsidiary	12	-	(2,905)
Net cash (used in)/from investing activities		**(39,964)**	217,836
Financing activities			
Increase in share capital	19	-	37,000
Tax paid in respect of share schemes		(1)	-
Dividends paid	18	(36,692)	(30,874)
Net cash (used in)/from financing activities		**(36,693)**	6,126
Net increase in cash and cash equivalents		**134,084**	451,056
Cash and cash equivalents at beginning of year		**1,862,829**	1,411,773
Cash and cash equivalents at end of year	8	**1,996,913**	1,862,829

Notes to the accounts

1. General information

The Company provides investment management, wealth planning and specialist banking services primarily for private clients and charities. The Company is an authorised institution under the Financial Services and Markets Act 2000. The Company is both authorised and regulated by the Prudential Regulation Authority and regulated by the Financial Conduct Authority.

The Company's immediate parent undertaking is Schroder Wealth Holdings Limited, which is registered and incorporated in England. The Company's ultimate parent company and ultimate controlling party is Schroders plc, which is a public limited liability company and is incorporated and domiciled in the UK. The address of its registered office is as follows:

1 London Wall Place
London
EC2Y 5AU

2. Summary of accounting policies

The Company has taken advantage of the exception in IAS 1 'Presentation of Accounts' to present its statement of financial position on a liquidity basis as it believes this format to be more relevant than separating current and non-current assets and liabilities.

(a) Basis of preparation

The accounts are prepared in accordance with UK-adopted international accounting standards and in conformity with the requirements of the Companies Act 2006. The Company has taken advantage of the exemption not to prepare consolidated accounts, provided by Section 400 of the Companies Act 2006, as the Company is included in the consolidated accounts of a larger UK group.

The financial information presented within these accounts has been prepared on the going concern basis under the historical cost convention, except for the measurement at fair value of derivative financial instruments, financial assets and liabilities that are held at fair value through profit or loss and that are held at fair value through other comprehensive income.

The Company's principal accounting policies have been consistently applied. Management is required to exercise its judgement in the process of applying the Company's accounting policies. Any areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the accounts, are disclosed within note 3. Where there is a principal accounting policy relevant to a note, it is disclosed in that note, otherwise they are disclosed below.

Climate risks have been considered in the preparation of these financial statements where relevant. The principal areas of consideration include: the measurement of financial assets and impairment assessments. Financial assets measured at fair value are principally valued using traded prices or market observable inputs that incorporate potential climate risks where appropriate. The valuation of some financial instruments involves a greater level of judgement or estimation. In these scenarios climate risks are incorporated where relevant in the relevant assumptions, such as cash flow forecasts. Where financial assets are carried at amortised cost, climate risks are considered as part of the credit risk assessments. Impairment assessments relating to goodwill and other intangible assets depend on value in use and discounted cash flow models. These valuations include climate risks in the relevant assumptions where appropriate.

2. Summary of accounting policies (continued)

(b) Future accounting developments

The Company did not implement the requirements of any Standards or Interpretations that were in issue but were not required to be adopted by the Company at the year end date. No other Standards or Interpretations have been issued that are expected to have a material impact on the consolidated financial statements.

(c) Net interest income

Interest receivable on the Company's activities comprises interest receivable on debt securities and other fixed income securities, loans, advances and deposits placed, and is recognised using the effective interest rate. Interest expense on banking activities comprises interest paid on deposit taken and is recognised using the effective interest rate.

(d) Dividends receivable

Dividends are recognised when the shareholders' right to receive the payment is established.

(e) Fees and commissions

Asset management fees, investment advisory fees, ad hoc advisory fees, custody fees, commitment fees, arrangement fees and guarantor fees are recognised over time as the service is provided and it is highly probable that the fee will be collected. Asset management fees, investment advisory fees and custody fees are generated through investment management agreements and all fees are generally based on an agreed percentage of the valuation of AUM.

Wealth management transaction and loan-related fees, together with fees from wealth planning are recognised at a point in time when the right to the fee is established, the service has been provided and it is highly probable that the fee will be collected.

(f) Foreign currency translation

The functional and presentational currency of the Company is pounds sterling because that is the currency of the primary economic environment in which the company operates.

Monetary foreign currency assets and liabilities are translated at the rates of exchange ruling at the year end date. Any exchange differences arising are taken to the income statement. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

(g) Dividends payable

Final dividends payable are recognised when the dividend is approved by the shareholder. Interim dividends payable are recognised when the dividend is paid.

(h) Trade and other receivables

Trade and other receivables are recorded initially at fair value and subsequently at amortised cost, after the deduction of provisions for any impairment. The Directors consider that as a result of their short-term nature, the fair value of trade and other receivables held at amortised cost approximates their carrying value.

(i) Prepayments and accrued income

Accrued income represents unbilled revenue, it is not dependant on future performance. Prepayments arise where the Company pays cash in advance for services. As the service is provided, the prepayment is reduced and the administrative expense recognised in the income statement.

3. Estimates, judgements and assumptions

Estimates and judgements used in preparing the accounts are periodically evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable. The estimates and assumptions that have a significant effect on the carrying amounts of assets and liabilities are discussed below. The changes in these estimates would not give rise to a material impact to the financial statements.

Impairment of investments in subsidiaries

On 18 December 2020 the Company completed the acquisition of 100% of Sand Aire Ltd and the assets were transferred to the Company during 2021. Further details are provided below and in note 12.

Impairment of goodwill and acquired intangibles

The Company determined the fair value of acquired intangible assets based on estimated profits, taking account of synergies, derived from contractual relationships that existed at the acquisition date. This assessment involved judgements and assumptions relating to potential future revenues, appropriate discount rates and the expected duration of client relationships. The difference between the fair value of the consideration and the value of the identifiable assets and liabilities acquired, including intangible assets, was accounted for as goodwill.

At each reporting date, an assessment is made as to whether there is any indication that goodwill or an acquired intangible asset may be impaired. If any indication exists and the carrying value exceeds the estimated recoverable amount at that time, the assets are written down to their recoverable amount.

The recoverable amount of goodwill is determined using a discounted cash flow model, details of which are provided in note 14. Goodwill acquired in a business combination is allocated to the cash generating units ('CGU's) that are expected to benefit from that business combination. For all acquisitions where the acquired business is fully integrated into the Company, it is considered that there is only one CGU, being the Company.

During the year, the assets of Sand Aire Ltd were transferred to the Company. The corresponding goodwill and intangible asset values from the Group were recognised as part of the hive up accounting in the Company which replaced the previously recognised investment in subsidiary. The assets are fully integrated into the Company and as per above the CGU is the Company.

Impairment of financial assets

The Company applied an expected credit loss model in accordance with IFRS 9 for the calculation of impairment. The estimates and judgements used in this model are explained in note 13 (a).

The Company monitors its loans on a daily basis and exercises judgement periodically in determining whether a loan has defaulted. This includes, amongst other steps, assessing the financial condition of the borrower and the value of the loan compared to the collateral pledged by the borrower.

Fair value measurements

The Company holds financial instruments that are measured at fair value. The fair value of financial instruments may require some estimation or may be derived from readily available sources. For investments that are actively traded in financial markets, fair value is determined by reference to official quoted market prices. For investments that are not actively traded, fair value is determined by using quoted prices from third parties such as brokers, market makers and pricing agencies.

Financial assets that have no quoted price principally consist of investments in derivatives and loans and advances to customers. The determination of fair value for these instruments requires significant estimation, particularly in determining whether changes in fair value have occurred since the last formal valuation.

3. Estimates and judgements (continued)

Derivative contracts are valued on prices provided by market counterparties and are verified by a mathematical calculation based on appropriate valuation techniques undertaken by the Company. The fair value of loans and advances to customers is determined by using appropriate valuation techniques such as net present value techniques using projected cash flows and suitable discount rates. Further detail is provided in note 13.

Derivative contracts

Derivative contracts are those derived from inputs that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices using simple models and extrapolation methods).

4. Administrative expenses

	2021 £'000	2020 £'000
Employee costs		
- Wages and salaries	63,616	53,286
- Share-based payments	5,325	3,160
- Social security costs	9,523	7,047
- Other pension costs	4,295	3,766
Total employee costs	**82,759**	67,259
Depreciation of property, plant and equipment	9	1
Amortisation of intangibles and software	9,013	6,905
Fees payable for the audit of the Company	160	164
Fees payable to the auditor for other assurance services	96	91
Other administrative expenses	62,035	59,999
Administrative expenses	**154,072**	134,419

Administrative expenses are accounted for on an accruals basis.

The monthly average number of employees employed by the Company in the year was 432 (2020: 398).

The Company makes deferred cash awards to key employees under the Equity Compensation Plan in the form of a notional investment in funds operated by the Group. Such awards do not constitute share-based payments, but are accounted for in accordance with IAS 19 (Amended). These awards are charged to 'Administrative expenses' within the income statement over the performance period and the vesting period of the awards. Awards that lapse are credited to the income statement, again within 'Administrative expenses', in the year in which they lapse.

Other administrative expenses include £32,857,000 (2020: £32,082,000) in relation to related parties (see note 24).

5. Net gains on financial instruments and other income

Financial assets classified as fair value through other comprehensive income are assessed for impairment under an expected loss model (see note 13 (a)). Changes in the estimate of expected losses are recognised in the income statement.

The remainder of the Company's investments held at fair value are classified as fair value through other comprehensive income. This classification is typically selected when the investment is expected to be held for the long-term but not necessarily to maturity and where short-term volatility does not reflect long-term expected returns. Unrealised gains and losses on these investments are recorded in other comprehensive income except for impairment and foreign exchange gains or losses which are recognised in the income statement. The cumulative gains and losses recorded in other comprehensive income are transferred to the income statement when the investment is derecognised. The fair value reserve in the statement of changes in equity represents the difference between the cost and the fair value of financial assets that are classified as fair value through other comprehensive income. This classification applies to certain debt securities.

A portion of the Company's financial instruments that are measured at fair value are classified as financial instruments at fair value through profit and loss. Net gains and losses on financial instruments at fair value through profit or loss principally comprise market returns on investments in equities, and gains and losses on derivatives (which mainly arise from hedging activities). The revaluation of loans and advances to customers and customer accounts principally represent market movements and are hedged by the revaluation of derivative contracts.

Other income includes gains and losses on foreign exchange.

	2021		
	Income statement £'000	**Other comprehensive income £'000**	**Total £'000**
Net gains on financial assets at fair value through other comprehensive income			
- Net losses arising from fair value movements	-	(73)	(73)
- Net transfer on disposal	-	-	-
Net losses on financial assets held at fair value through profit or loss – held for trading			
- Derivative contracts	-	-	-
Net losses on financial assets designated as being at fair value through profit or loss upon initial recognition			
- Loans and advances to customers	-	-	-
Net increase in impairment of financial assets	(12)	-	(12)
Net gains on foreign exchange	7,275	-	7,275
Net gains on financial instruments and other income	**7,263**	**(73)**	**7,190**

5. Net gains on financial instruments and other income (continued)

	2020		
	Income statement £'000	Other comprehensive income £'000	Total £'000
Net gains on financial assets at fair value through other comprehensive income			
- Net gains arising from fair value movements	-	141	141
- Net transfer on disposal	17	(17)	-
Net losses on financial assets held at fair value through profit or loss – held for trading			
- Derivative contracts	(2)	-	-
Net gains on financial assets designated as being at fair value through profit or loss upon initial recognition			
- Loans and advances to customers	(3)	-	(3)
Net decrease in impairment of financial assets	169	-	169
Net gains on foreign exchange	7,755	-	7,755
Net gains on financial instruments and other income	7,936	124	8,060

6. Tax

Most taxes are recorded in the income statement (see part (a) of this note below) and relate to profits earned in the reporting year (current tax) but also adjustments due to timing differences between the accounting recognition of profits and the tax recognition (deferred tax). Deferred tax is explained in note 7. Some current and deferred tax - mainly relating to changes in the intrinsic value of employee share awards - is recorded directly in equity (see part (b) below).

6. Tax (continued)

(a) Analysis of charge in year

Major components of the income tax charge for the years ended 31 December 2020 and 31 December 2021:

	2021 £'000	2020 £'000
Current tax		
Current tax charge	13,503	12,067
Adjustment in respect of prior years - UK tax	12	(6)
Total current tax	13,515	12,061
Deferred tax		
Origination and reversal of temporary differences	(1,554)	(902)
Adjustments in respect of prior years	(1)	7
Effect of changes in UK corporation tax rate	587	(17)
Total deferred tax	(968)	(912)
Total tax charge for the year	**12,547**	11,149

(b) Analysis of credit to equity

	2021 £'000	2020 £'000
Current income tax	(267)	(186)
Deferred income tax	(75)	(51)
Effect of changes in UK corporation tax rate	(24)	(31)
Total credit reported in equity	**(366)**	**(268)**

(c) Factors affecting the tax charge for the year

The UK standard rate of corporation tax is 19% (2020: effective rate 19%). The tax charge for the year is higher (2020: higher) than the standard rate of corporation tax in the UK of 19% (2020: 19%). The differences are explained below:

	2021 £'000	2020 £'000
Profit before tax	62,386	57,841
Profit before tax multiplied by the UK effective corporation tax rate of 19% (2020: 19%)	11,855	10,990
Effects of:		
Non deductible expenses	95	176
Prior year adjustments	10	-
Deferred tax adjustments in respect of changes in UK tax rates	587	(17)
Total income tax charge	**12,547**	11,149

7. Deferred tax

Deferred tax is provided in full, using the liability method, on all taxable and deductible temporary differences between the tax bases of assets and liabilities at the balance sheet date and their carrying amounts for financial reporting purposes.

However, if the deferred tax arises from the initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither the accounting profit nor taxable profit or loss, it is not accounted for. Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the balance sheet date.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the year-end date.

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences can be utilised.

Deferred tax is provided on temporary differences arising on investments in subsidiaries, branches and associates, except where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax relating to items recognised directly in other comprehensive income is recognised in the statement of comprehensive income and not the income statement.

The UK corporation tax rate is currently 19%. The UK Chancellor announced in the March 2021 budget that the rate will increase to 25% from April 2023. The rate increase was substantively enacted in May 2021 and the UK deferred tax balances have been revalued accordingly.

Deferred tax is calculated in full on temporary differences under the liability method using the rate expected to be applicable at the time the net deferred tax asset is realised. The movement on the deferred tax account is as shown below:

	2021 **£'000**	2020 £'000
At 1 January	2,030	1,036
Income statement credit	1,555	902
Income statement prior year adjustments	-	(7)
Effect of changes in UK tax rates – income statement expense	(587)	16
Business combinations	(2,900)	-
Credit to equity	99	82
Foreign exchange movement on deferred tax assets	-	1
At 31 December	**197**	2,030

7. Deferred tax (continued)

	Accelerated tax depreciation £'000	Deferred employee awards £'000	Acquired intangible assets £'000	Other temporary differences £'000	Total £'000
At 1 January 2021	209	4,643	(2,862)	40	2,030
Credit to income statement	44	669	(45)	300	968
Business combinations			(2,900)		(2,900)
Credit to equity	-	105	-	(6)	99
At 31 December 2021	**253**	**5,417**	**(5,807)**	**334**	**197**
At 1 January 2020	199	4,061	(3,306)	82	1,036
Credit to income statement	10	498	445	(41)	912
Credit to equity	-	83	-	(1)	82
At 31 December 2020	209	4,642	(2,861)	40	2,030

8. Loans and advances to banks

	2021 £'000	2020 £'000
Bank of England reserve account	1,786,238	1,553,495
Nostro accounts	19,372	23,127
Interbank deposits	199,476	317,883
Margin accounts	2,190	1,669
	2,007,276	1,896,174

A maturity analysis of loans and advances to banks is disclosed in note 13.

The Bank of England reserve account is interest bearing and linked to the Bank of England base rate. It is envisaged that the Company will continue to make material placements to this account for the foreseeable future.

Nostro accounts include £1,348,000 (2020: £1,507,000) and interbank deposits include £nil (2020: £6,000,000) placed with other banks in the Group.

Margin account balances arise as all of the Company's derivative counterparty relationships operate under an ISDA agreement that includes a Credit Support Annex ('CSA') capturing margining requirements.

The expected credit losses for loans and advances to banks are disclosed in note 13 (a).

The Directors consider that the carrying amount of loans and advances to banks, which are all held at amortised cost, is approximately equal to their fair value.

Included within loans and advances to banks are components of cash and cash equivalents as follows. Cash comprises cash at hand and on-demand deposits. Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash, are subject to insignificant risks of changes in value, and are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes:

	2021 £'000	2020 £'000
Bank of England reserve account	1,786,238	1,553,495
Nostro accounts	19,372	23,127
Interbank deposits with maturity of three months or less	189,113	284,538
Margin accounts	2,190	1,669
Cash and cash equivalents	**1,996,913**	1,862,829
Interbank deposits with maturity of more than three months	**10,363**	33,345
Total loans and advances to banks	**2,007,276**	1,896,174

9. Other financial assets

	2021			
	Fair value through other comprehensive income £'000	**Amortised cost £'000**	**Fair value through profit or loss £'000**	**Total £'000**
Bank and building society certificates of deposit	-	39,983	-	39,983
Floating rate notes	203,602	-	-	203,602
Government bonds	-	-		-
Derivative contracts	-	-	1,559	1,559
	203,602	**39,983**	**1,559**	**245,144**

	2020			
	Fair value through other comprehensive income £'000	Amortised cost £'000	Fair value through profit or loss £'000	Total £'000
Bank and building society certificates of deposit	-	42,477	-	42,477
Floating rate notes	157,329	-	-	157,329
Government bonds	7,314	-	-	7,314
Derivative contracts	-	-	9,945	9,945
	164,643	42,477	9,945	217,065

Bank and building society certificates of deposit are unlisted. Floating rate notes and fixed rate, government and covered bonds are listed. The carrying value amounts of financial assets, where recorded at amortised cost are a reasonable approximation of fair value.

9. Other financial assets (continued)

Classification and measurement

The Company initially records all financial assets at fair value, which is the cost of acquiring the asset or, in the case of loans, the amount loaned to customers (note 10). The Company holds each financial asset either at fair value ('fair value through profit or loss' or 'fair value through other comprehensive income') or at amortised cost. Fair value is the amount for which an asset could be exchanged, or a liability transferred, between knowledgeable, willing parties in an arm's length transaction. Amortised cost is the amount determined based on moving the initial amount recognised for the financial instrument to the maturity value on a systematic basis using a fixed interest rate (effective interest rate), taking account of repayment dates and initial premiums or discounts.

(a) Financial assets at amortised cost

The Company's financial assets are measured at amortised cost when their contractual cash flows represent solely payments of principal and interest and they are held within a business model designed to collect contractual cash flows. This measurement classification typically applies to the Company's loans and advances, trade and other receivables, accrued income and certain debt securities. The carrying value of financial assets measured at amortised cost is adjusted for impairments under the expected credit loss (see note 13), where impairment losses are recorded if there is an expectation of credit losses, even in the absence of a default event.

(b) Financial assets at fair value through other comprehensive income

Financial assets are held at fair value through other comprehensive income when their contractual cash flows represent solely payments of principal and interest and they are held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets. This classification applies to certain debt securities. Impairment is also recognised for these debt securities (see note 13). The carrying value of these financial assets is not adjusted, but any expected credit losses are recognised in the income statement rather than in other comprehensive income.

(c) Financial assets at fair value through profit or loss

All other financial assets are held at fair value through profit or loss and principally comprise investments in derivatives (which mainly arise from hedging activities).

10. Loans and advances to customers

	2021		
	Amortised cost £'000	**Designated at fair value through profit or loss £'000**	**Total £'000**
Overdrafts	1,222	-	1,222
Term loans	291,366	-	291,366
Mortgages	14,449	-	14,449
	307,037	**-**	**307,037**

	2020		
	Amortised cost £'000	Designated at fair value through profit or loss £'000	Total £'000
Overdrafts	987	-	987
Term loans	144,337	-	144,337
Mortgages	59,461	-	59,461
	204,785	-	204,785

All loans and advances to customers are usually secured. A maturity analysis is disclosed in note 13.

Loans and advances to customers are initially recognised at fair value and, are subsequently measured at amortised cost, being the measurement on initial recognition less principal repayments, plus or minus the cumulative amortisation. Fair value is determined using discounted cash flow models. The Directors consider that the carrying amount of loans and advances to customers held at amortised cost is approximately equal to their fair value.

The expected credit losses for loans and advances to customers, under IFRS 9, are disclosed in note 13 (a).

11. Property, plant and equipment

	2021		
	Leasehold improvements £'000	**Office equipment and computers £'000**	**Total £'000**
Cost			
At 1 January	13	-	13
Additions	-	21	21
At 31 December	13	21	34
Accumulated depreciation			
At 1 January	(1)	-	(1)
Charge in year	(2)	(7)	(9)
At 31 December	(3)	(7)	(10)
Net book value as at 31 December	10	14	24

	2020		
	Leasehold improvements £'000	Office equipment and computers £'000	Total £'000
Cost			
At 1 January	-	-	-
Additions	13	-	13
At 31 December	13	-	13
Accumulated depreciation			
At 1 January	-	-	-
Charge in year	(1)	-	(1)
At 31 December	(1)	-	(1)
Net book value as at 31 December	12	-	12

11. Property, plant and equipment (continued)

Property, plant and equipment which comprises leasehold improvements and office equipment and computers, is stated at historic purchase cost less accumulated depreciation. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use. Depreciation is provided on the depreciable amount on a straight line basis over their useful lives of three to five years. The depreciable amount is the gross carrying amount, less the estimated residual value at the end of its economic life.

Depreciation rates and methods as well as the residual values underlying the calculation of depreciation of items of property, plant and equipment are kept under review to take account of any change in circumstances. Depreciation of property, plant and equipment is recorded in the income statement as an administrative expense.

12. Related undertakings

The Group operates globally which results in the Company having a corporate structure consisting of a number of related undertakings, comprising of subsidiaries. A full list of these undertakings, the country of incorporation (which in all cases is the principal place of business) and the ownership of each share class, as at 31 December 2021, is disclosed below.

Shares in subsidiary undertakings

The Company's subsidiary undertakings, all held directly, are as follows:

Name (activity)	Registered office address	Country of incorporation	Type of shares	Proportion of nominal capital
CCM Nominees Limited (in liquidation)	Begbies, Traynor (Central) LLP, Town Wall House, Balkerne Hill, Colchester, Essex, CO3 3AD, England	England	Ordinary	100%
Cazenove New Europe (CFM1) Limited (non-trading)	1 London Wall Place, London, EC2Y 5AU, England	England	Ordinary	100%
Cazenove New Europe (PPI) Limited (non-trading)	1 London Wall Place, London, EC2Y 5AU, England	England	Ordinary	100%
Cazenove New Europe Staff Interest Limited (non-trading)	1 London Wall Place, London, EC2Y 5AU, England	England	Ordinary	100%
Sand Aire Limited	1 London Wall Place, London, EC2Y 5AU, England	England	Ordinary	100%
Schroder & Co Nominees Limited (nominee company)	1 London Wall Place, London, EC2Y 5AU, England	England	Ordinary	100%

12. Related undertakings (continued)

Investments in subsidiaries

Investments in subsidiaries	**2021 £'000**	2020 £'000
Balance at 1 January	37,622	25,875
Additions	-	34,717
Disposals	-	(25,875)
Capital injection	-	2,905
Goodwill	(21,459)	-
Intangible	(15,200)	-
Deferred tax liability	2,900	-
Adjustment	(148)	-
Equity retained earnings	(804)	-
Balance at 31 December	**2,911**	37,622

Shares in Group undertakings are valued at cost less any diminution for impairment in value. Shares in Group undertakings are tested annually to determine whether they have suffered any impairment. Such investments are judged to be impaired when there is objective evidence that the carrying amount of the asset exceeds its recoverable amount.

On 18 December 2020 the Company acquired 100% of the share capital of Sand Aire Ltd and immediately injected £2.9 million equity capital into the entity. During the year the assets of Sand Aire Ltd were transferred to the Company and accordingly, in accordance with hive-up accounting, the Company recorded the corresponding decrease of the investment in subsidiary for the underlying assets and liabilities of Sand Aire Ltd, and therefore the associated goodwill, intangible and deferred tax balances previously held by the Group. The hive-up took place at book value and there was no gain or loss recognised which is the Group's approach to account for intragroup transactions.

13. Risk review

(a) Risk management

The Company is involved in providing investment management, wealth planning and specialist banking services, primarily to private clients and charities. In carrying out this business it transacts as agent and principal in financial assets and liabilities (including derivatives) in order to meet customer facilitation requirements. The Company's policy is to hedge, as appropriate and to the extent possible, exchange rate and interest rate risk on its principal and customer facilitation positions using foreign exchange and interest rate contracts. This hedging of equal and opposite risks seeks to mitigate market risk, but does not eliminate the possibility of credit risk.

Operational, market, liquidity and credit risk exposures exist within the business. The effectiveness of the Company's risk management process is, therefore, critical to its soundness and profitability and considerable resources are dedicated to this area. Risk management is the direct responsibility of the Company's senior management. The Group Risk and Compliance functions are responsible for monitoring the overall risk environment. The Company has established a control environment that ensures risks are reviewed regularly and that all risk controls operating throughout the Company are in accordance with regulatory requirements. In addition, an independent assessment of the risk management process and the fundamental risk assumptions is provided by Group Internal Audit.

The majority of our climate-related risk lies in the assets we manage on behalf of our clients. Climate risks are thematic across our principal risks and are considered in the preparation of these financial statements where relevant. The principal areas of consideration include the measurement of financial assets and impairment assessments.

The Company is part of the Group's Wealth Management business. The Global Head of Wealth Management has established a Wealth Management Executive Committee. In addition, the Chief Executive of the Company has established a Management Committee, an Asset Liability Management and Credit Committee and an Investment Risk Committee. These committees, together referred to as the Schroder & Co. Risk Committees, oversee the Company's risk management.

The Board has established the Wealth Management Audit and Risk Committee comprised of the non-executive Directors. This committee is responsible for overseeing, on behalf of the Board, the financial reporting, risk management and internal controls of the Company and receiving relevant reports on its operating subsidiaries and other operating companies within the Wealth Management segment of the Schroders Group.

Capital risk

The Company's capital corresponds to its shareholder's equity. The Company is regulated by the Prudential Regulation Authority ('PRA') and the Financial Conduct Authority ('FCA') and is subject to the UK Capital Requirement Regulation and the PRA Rulebook for Capital Requirement Regulation firms. One of the requirements is that capital resources must be in excess of its capital requirement at all times. Management monitors the Company's capital and capital requirements on an ongoing basis, taking into account the effects of changes in market conditions, fluctuations in asset, liability and off-balance sheet values, among other factors. Maintaining a strong capital base is important to the Company's business and is a core part of the Company's strategy. The Company's senior management will ensure that the Company meets its minimum regulatory capital requirements. The Company maintains a prudent level of capital, including a significant buffer over the minimum regulatory capital requirement, which allows it to conduct its business. The Company was in compliance with the capital requirements throughout 2020 and 2021 without exception.

The Company's Board support the Chief Financial Officer in exercising responsibility for the management of the Company's capital. The Company performs a thorough assessment of the adequacy of its capital through the Internal Capital Adequacy Assessment Process ('ICAAP').

13. Risk review (continued)

(a) Risk management (continued)

The Company has complied with regulation 2 of the Capital Requirements (Country-by-Country Reporting) Regulations 2013 by publishing the information in relation to the year ended 31 December 2020 on the Schroders Group website by 31 December 2021. This is available at https://www.schroders.com/en/about-us/corporate-responsibility/our-economic-contribution/. The Company will publish the information in relation to the year ended 31 December 2021 on the Schroders Group website on or before 31 December 2022. This will be available at https://www.schroders.com/en/about-us/corporate-responsibility/our-economic-contribution/.

Market risk

The Company, in association with Group Risk, has a risk framework in place to identify, analyse, monitor and control market risk arising from the Company's treasury activities on a consistent and timely basis.

Market risk-taking activities are limited to those necessary to support the treasury activities of the Company. These activities are primarily to facilitate client requirements.

The principal market risks arising are interest rate risk and foreign exchange rate risk. The Company uses sensitivity-based and stress-based models for monitoring interest rate risk. This involves assessing the impact on the Company's net worth against a prescribed basis point rise in interest rates with severe scenarios for the stress tests. Market falls may be exacerbated by geo-political risks for example in response to deteriorating international relations with Russia.

For foreign exchange risk the Company has adopted an approach which monitors the greater of the overall net long or short risk factored exposure.

Interest rate and foreign exchange risk exposure is calculated daily for each currency and in aggregate and distributed to senior management through the production of a daily risk dashboard.

Group Risk performs independent oversight of the Company's market risk management. Limits are proposed by the risk function, approved by the Asset Liability Management and Credit Committee and monitored against policies.

Liquidity risk

The Liquidity Risk Management framework includes several departments, boards and committees of the Company and the Wealth Management Division. Responsibility for managing the Company's liquidity day-to-day, within the liquidity risk tolerance and regulatory requirements, rests with the Chief Executive of the Company. This responsibility is delegated to the Head of Treasury, with immediate oversight from the Head of Banking and Treasury.

Group Risk performs independent oversight of the Company's liquidity risk management. Limits are proposed by the risk function, approved by the Asset Liability Management and Credit Committee and monitored against policies on a daily basis including the production of a daily liquidity dashboard.

For maturity analysis see the tables in note 13 (b) Interest rate repricing and maturity analysis.

Credit risk

The Company has exposure to credit risk from its normal activities where the risk is that a counterparty will be unable to pay, in full, amounts when due. The Company carefully manages its exposure to credit risk by: approving lending policies that specify the type of collateral and minimum lending margins; setting limits for exposure to individual counterparties and sectors; and by taking security. The Company takes a conservative approach to its treasury investments placing them with, or purchasing debt securities issued by, UK and overseas banks and corporates, supranational banks and sovereigns. All treasury investments held by the Company have investment grade credit rating.

13. Risk review (continued)

(a) Risk management (continued)

Credit risk (continued)

Principal credit risks arising from the banking and treasury business are monitored under the supervision of the Schroder & Co. Risk Committee. The Company's Board approves the underlying methodology and credit limits are set by the Schroder & Co. Risk Committees. Credit exposures and limits are monitored to identify, investigate and report any breaches to Schroder & Co. Risk Committees. All new credit exposures require approval of the Schroder & Co. Risk Committees which also reviews all outstanding limits at least annually.

The Company's maximum exposure to credit risk is represented by the carrying value of its loan and advances to banks, loans and advances to customers, trade and other receivables, and financial assets.

A breakdown of the Company's relevant financial assets by credit rating, as provided by rating agencies, are shown below. The relevant financial assets include the Company's loans and advances to banks and amounts disclosed in financial assets except for derivatives. All financial assets are classified as performing (stage 1) in the three stage model under IFRS 9. This model is described below).

Credit rating	**2021 £'000**	2020 £'000	**2021 %**	2020 %
AAA	-	-	-	-
AA+	-	49	-	-
AA	16,542	-	1	-
AA-	1,794,366	1,754,490	78	83
A+	39,910	52,082	2	2
A	39,994	-	3	1
A-	115,114	80,544	5	4
Not rated[1)]	244,935	216,129	11	10
	2,250,861	2,103,294	**100**	100

[1)] Placed with Group undertakings.

In prior years, the Company has held collateral on some short term advances to counterparties, as part of its liquidity management. The collateral accepted includes investment-grade securities that can be sold or repledged without default to the provider. At 31 December 2021 the fair value of collateral which related solely to these arrangements and could be sold or repledged, but had not been, was £nil (2020: £223,932,000).

The loans and advances to customers split by collateral type are as follows:

Collateral type	**2021 £'000**	2020 £'000
Portfolio	198,175	115,966
Residential property	108,862	88,819
	307,037	204,785

All customer credit requests are presented to the relevant Schroder & Co. Risk Committees and counterparty exposures are monitored daily against limits. Loans, overdrafts and advances to customers are secured on a range of assets including residential real estate, cash and client portfolios. The Company does not usually provide loans, overdrafts and advances to customers on an unsecured basis. Where disposal of non-cash collateral is required, in the event of default, the terms and conditions relevant to the specific contract and country will apply. Portfolios held as collateral are marked to market daily and positions compared to customers' exposures. Credit limits are

13. Risk review (continued)

(a) Risk management (continued)

set following an assessment of the market value and lending value of each type of collateral, depending on the perceived risk associated with the collateral. Customers are contacted if these limits are breached, or if collateral is not sufficient to cover the outstanding exposure.

Under IFRS 9, expected credit losses are calculated on all the Company's financial assets that are measured at amortised cost and all debt instruments that are measured at fair value through other comprehensive income. Factors considered in determining whether a default has taken place include how many days past the due date a payment is, deterioration in the credit quality of a counterparty, and knowledge of specific events that could influence a counterparty's ability to pay. For loans and advances to banks and debt securities, a default usually arises when contractual payments are 1 day overdue. For loans and advances to customers, a default usually arises when information is known about the customer that is highly likely to result in cash shortfalls. A default also occurs when any contractual payments (principal or interest) are 90 days or more overdue.

A three stage model is used for calculating expected credit losses which requires financial assets to be assessed as:

- Performing (stage 1) – Financial assets where there has been no significant increase in credit risk since original recognition; or
- Under-performing (stage 2) – Financial assets where there has been a significant increase in credit risk since initial recognition, but no default; or
- Non-performing (stage 3) – Financial assets that have defaulted.

For financial assets in stage 1, expected credit losses are calculated based on the credit losses that are expected to be incurred over the following twelve-month period. For financial assets in stage 2 and 3, expected credit losses are calculated based on the expected credit losses over the life of the instrument. The Company applies the simplified approach to calculate expected credit losses for trade and other receivables and accrued income. Under this approach, instruments are not categorised into three stages as expected credit losses are calculated based on the life of the instrument.

The Company has internal processes designed to assess the credit risk profile of its financial instruments, and to determine the relevant stage for calculating the expected credit losses. These processes include consideration of internal, external, historic and forward-looking information about specific loans and securities as well as market data.

For financial assets held with rated counterparties (such as cash and cash equivalents, loans and advances to banks and debt securities), the Company calculates expected credit losses based on default information published by rating agencies and considers any known factors not yet reflected in this information.

For loans and advances to customers, the Company calculates expected credit losses based on historical credit loss experience and by taking into account the relevant approval authorities' current lending rates against the various types of collateral. A record is kept of all information that has or could have an impact on a customer's servicing and repayment as well as of all loan exposures where collateral has decreased in value and/or quality. This record is used to identify stage 2 or 3 loans.

For trade and other receivables and accrued income, the Company has established a provision matrix that incorporates the Company's historical credit loss experience, counterparty groupings and whether a receivable is overdue or not.

13. Risk review (continued)

(a) Risk management (continued)

Expected credit losses for financial assets are summarised below:

	31 December 2021			
	Gross carrying value £'000	Expected credit losses £'000	Net carrying value £'000	Expected credit losses as a percentage of gross carrying value %
Financial assets at amortised cost				
Loans and advances to banks	2,007,296	(20)	2,007,276	-
Financial assets	40,000	(17)	39,983	-
Loans and advances to customers	307,082	(45)	307,037	-
Trade and other receivables	3,472	(2)	3,470	0.1
Accrued income	63,068	(6)	63,062	-
Financial assets at fair value through other comprehensive income				
Financial assets	203,602	-	203,602	-
	2,624,520	**(90)**	**2,624,430**	**-**

13. Risk review (continued)

(a) Risk management (continued)

	31 December 2020			
	Gross carrying value £'000	Expected credit losses £'000	Net carrying value £'000	Expected credit losses as a percentage of gross carrying value %
Financial assets at amortised cost				
Loans and advances to banks	1,896,185	(11)	1,896,174	-
Financial assets	42,497	(20)	42,477	-
Loans and advances to customers[1]	204,859	(68)	204,785	-
Trade and other receivables	1,245	(1)	1,244	0.1
Accrued income	50,069	(4)	50,065	-
Financial assets at fair value through other comprehensive income				
Financial assets	164,651	(8)	164,643	-
	2,359,506	(112)	2,359,388	-

[1] Includes £1,795,000 of loans classified as non-performing (stage 3) giving rise to £59,000 of expected credit losses. There were no other loans classified as non-performing (stage 3).

13. Risk review (continued)

(b) Interest rate repricing and maturity analysis

The tables below summarise the repricing mismatches on the Company's non-trading book. Items are allocated to time bands by references to the earlier of the next contractual interest rate repricing date and the maturity date. As noted in 13 (d) the Company does not measure its interest rate risk on this basis.

31 December 2021 £'000	<1yr	1-2yrs	2-3yrs	3-4yrs	4-5yrs	>5yrs	Non interest bearing	Total
Assets								
Loans and advances to banks	2,007,276	-	-	-	-	-	-	2,007,276
Financial assets	243,585	-	-	-	-	-	1,559	245,144
Loans and advances to customers	307,037	-	-	-	-	-	-	307,037
Trade and other receivables	-	-	-	-	-	-	3,470	3,470
Prepayments and accrued income	-	-	-	-	-	-	64,574	64,574
Property, plant and equipment	-	-	-	-	-	-	24	24
Investments in subsidiaries	-	-	-	-	-	-	2,911	2,911
Deferred tax	-	-	-	-	-	-	197	197
Goodwill and intangible assets	-	-	-	-	-	-	118,408	118,408
Total assets	**2,557,898**	**-**	**-**	**-**	**-**	**-**	**191,143**	**2,749,041**

31 December 2021 £'000	<1yr	1-2yrs	2-3yrs	3-4yrs	4-5yrs	>5yrs	Non interest bearing	Total
Liabilities								
Deposits by banks	120,466	-	-	-	-	-	-	120,466
Customer accounts	2,235,672	-	-	-	-	-	-	2,235,672
Financial liabilities	-	-	-	-	-	-	2,743	2,743
Trade and other payables	-	-	-	-	-	-	14,106	14,106
Corporation tax	-	-	-	-	-	-	13,223	13,223
Deferred tax	-	-	-	-	-	-	-	-
Accruals and deferred income	-	-	-	-	-	-	71,638	71,638
Equity	**-**	**-**	**-**	**-**	**-**	**-**	**291,193**	**291,193**
Total liabilities and equity	**2,356,138**	**-**	**-**	**-**	**-**	**-**	**392,903**	**2,749,041**
Interest rate sensitivity gap	201,760	-	-	-	-	-	-	201,760
Cumulative gap	**201,760**	**201,760**	**201,760**	**201,760**	**201,760**	**201,760**	**-**	**201,760**

13. Risk review (continued)

(b) Interest rate repricing and maturity analysis (continued)

31 December 2020 £'000	<1yr	1-2yrs	2-3yrs	3-4yrs	4-5yrs	>5yrs	Non interest bearing	Total
Assets								
Loans and advances to banks	1,896,174	-	-	-	-	-	-	1,896,174
Financial assets	207,197	-	-	-	-	-	9,868	217,065
Loans and advances to customers	204,785	-	-	-	-	-	-	204,785
Trade and other receivables	-	-	-	-	-	-	1,244	1,244
Prepayments and accrued income	-	-	-	-	-	-	51,315	51,315
Property, plant and equipment	-	-	-	-	-	-	12	12
Investments in subsidiaries	-	-	-	-	-	-	37,622	37,622
Deferred tax	-	-	-	-	-	-	2,030	2,030
Goodwill and intangible assets	-	-	-	-	-	-	87,209	87,209
Total assets	2,308,156	-	-	-	-	-	189,300	2,497,456

31 December 2020 £'000	<1yr	1-2yrs	2-3yrs	3-4yrs	4-5yrs	>5yrs	Non interest bearing	Total
Liabilities								
Deposits by banks	66,233	-	-	-	-	-	-	66,233
Customer accounts	2,070,163	246	-	-	-	-	-	2,070,409
Financial liabilities	79	-	-	-	-	-	11,236	11,315
Trade and other payables	-	-	-	-	-	-	7,142	7,142
Corporation tax	-	-	-	-	-	-	12,046	12,046
Accruals and deferred income	-	-	-	-	-	-	51,755	51,755
Equity	-	-	-	-	-	-	278,556	278,556
Total liabilities and equity	2,136,475	246	-	-	-	-	360,735	2,497,456
Interest rate sensitivity gap	171,681	(246)	-	-	-	-	-	171,435
Cumulative gap	171,681	(246)	171,435	171,435	171,435	171,435	-	171,435

13. Risk review (continued)

(c) Contractual cash flow maturity analysis

31 December 2021 £'000	<1yr	1-2yrs	2-3yrs	3-4yrs	4-5yrs	>5yrs	No contractual maturity	Total
Assets								
Loans and advances to banks	2,007,276	-	-	-	-	-	-	2,007,276
Financial assets	93,978	88,737	12,235	48,635	-	-	1,559	245,144
Loans and advances to customers	60,027	39,997	52,108	47,425	107,480	-	-	307,037
Trade and other receivables	-	-	-	-	-	-	3,470	3,470
Prepayments and accrued income	-	-	-	-	-	-	64,574	64,574
Property, Plant and equipment	-	-	-	-	-	-	24	24
Investments in subsidiaries	-	-	-	-	-	-	2,911	2,911
Deferred tax	-	-	-	-	-	-	197	197
Goodwill and intangible assets	-	-	-	-	-	-	118,408	118,408
Total assets	**2,161,281**	**128,734**	**64,343**	**96,060**	**107,480**	**-**	**191,143**	**2,749,041**

31 December 2021 £'000	<1yr	1-2yrs	2-3yrs	3-4yrs	4-5yrs	>5yrs	No contractual maturity	Total
Liabilities								
Deposits by banks	120,466	-	-	-	-	-	-	120,466
Customer accounts	2,235,672	-	-	-	-	-	-	2,235,672
Financial liabilities	-	-	-	-	-	-	2,743	2,743
Trade and other payables	-	-	-	-	-	-	14,106	14,106
Corporation tax	-	-	-	-	-	-	13,223	13,223
Deferred tax	-	-	-	-	-	-	-	-
Accruals and deferred	-	-	-	-	-	-	71,638	71,638
Equity	-	-	-	-	-	-	291,193	291,193
Total liabilities and equity	**2,356,138**	**-**	**-**	**-**	**-**	**-**	**392,903**	**2,749,041**

13. Risk review (continued)

(c) Contractual cash flow maturity analysis (continued)

31 December 2020 £'000	<1yr	1-2yrs	2-3yrs	3-4yrs	4-5yrs	>5yrs	No contractual maturity	Total
Assets								
Loans and advances to banks	1,896,174	-	-	-	-	-	-	1,896,174
Financial assets	99,839	49,303	58,055	-	-	-	9,868	217,065
Loans and advances to customers	53,058	30,137	40,499	41,546	39,545	-	-	204,785
Trade and other receivables	-	-	-	-	-	-	1,244	1,244
Prepayments and accrued income	-	-	-	-	-	-	51,315	51,315
Property, plant and equipment	-	-	-	-	-	-	12	12
Investments in subsidiaries	-	-	-	-	-	-	37,622	37,622
Deferred tax	-	-	-	-	-	-	2,030	2,030
Goodwill and intangible assets	-	-	-	-	-	-	87,209	87,209
Total assets	2,049,071	79,440	98,554	41,546	39,545	-	189,300	2,497,456

31 December 2020 £'000	<1yr	1-2yrs	2-3yrs	3-4yrs	4-5yrs	>5yrs	No contractual maturity	Total
Liabilities								
Deposits by banks	66,233	-	-	-	-	-	-	66,233
Customer accounts	2,070,163	246	-	-	-	-	-	2,070,409
Financial liabilities	3	19	57	-	-	-	11,236	11,315
Trade and other payables	-	-	-	-	-	-	7,142	7,142
Corporation tax	-	-	-	-	-	-	12,046	12,046
Accruals and deferred income	-	-	-	-	-	-	51,755	51,755
Equity	-	-	-	-	-	-	278,556	278,556
Total liabilities and equity	2,136,999	265	57	-	-	-	360,735	2,497,456

The difference between the discounted and undiscounted cash flows for assets and liabilities accounted for at fair value is immaterial.

13. Risk review (continued)

(d) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of financial instruments will fluctuate because of changes in market interest rates. As referenced in note 13 (a), it is the Company's policy to hedge, as appropriate, interest rate risk on its client facilitation positions.

Interest rate risk is monitored through sensitivity analysis performed by the Company (PV01 and PV200). The PV01 and PV200 metrics assess the impact on the Company's current net worth against a one basis point and a 200 basis point respectively, parallel change (both up and down) in interest rates and is calculated daily for each currency and then in aggregate.

The Company's position at 31 December is shown below:

	2021	2020
	£'000	£'000
PV01	**(4)**	(5)
PV200	**(756)**	(1,101)

The Company's market risk policy for sensitivity analysis stipulates a limit of +/-£20,000 (PV01) and +/-£4,000,000 (PV200). These limits have not been breached in 2021 and 2020.

Interest rate risk at the Company is limited due to the short-term nature of the Company's financial assets. In the case of changes in market interest rates, the Company can re-price the majority of assets within 3 months (2020: 3 months).

13. Risk review (continued)

(e) Fair values of assets and liabilities

The Company's required disclosures in respect of financial instruments that are held at fair value in the statement of financial position are included in note 9 (financial assets). Where significant estimates and judgements are required in determining fair values, these are disclosed in note 3. All fair values are derived from published market prices or indices, where applicable.

The Company may use the following derivative instruments:

- FX spot and forward transactions;

- Foreign currency, equity and interest rate options;

- Currency and interest rate swaps.

With swap contracts, the Company's credit risk represents the potential cost to replace the swap contracts if counterparties fail to perform their obligation. This risk is monitored on an ongoing basis with reference to the current fair value, a proportion of the notional amount of the contracts and the liquidity of the market. To control the level of credit risk taken, the Company assesses counterparties using the same techniques as for its lending activities. Further, the Company's derivatives with counterparties operate under ISDA Master Agreements and are collateralised with Credit Support Annexes.

Derivative contracts are included at fair value at the year end date within 'Financial assets' or 'Financial liabilities'. Fair value represents the amount at which a derivative could be exchanged in a transaction at the year end date between willing parties.

The following table shows the fair value of all assets and liabilities accounted for at fair value.

31 December 2021 **£'000**	**Assets**			**Liabilities**		
	One year or less	**Greater than one year**	**Total**	**One year or less**	**Greater than one year**	**Total**
Foreign exchange derivatives						
Forward foreign exchange contracts	1,559	-	1,559	2,743	-	2,743
Interest rate derivatives						
Interest rate swaps held for non-trading purposes	-	-	-	-	-	-
Derivative contracts	**1,559**	**-**	**1,559**	**2,743**	**-**	**2,743**
Financial assets at fair value through other comprehensive income	203,602	-	203,602	-	-	-
	205,161	**-**	**205,161**	**2,743**	**-**	**2,743**

13. Risk review (continued)

(e) Fair values of assets and liabilities (continued)

31 December 2020 £'000	Assets			Liabilities		
	One year or less	Greater than one year	Total	One year or less	Greater than one year	Total
Foreign exchange derivatives						
Forward foreign exchange contracts	9,868	-	9,868	11,236	-	11,236
Interest rate derivatives						
Interest rate swaps held for non-trading purposes	-	77	77	-	79	79
Derivative contracts	9,868	77	9,945	11,236	79	11,315
Financial assets at fair value through other comprehensive income	164,643	-	164,643	-	-	-
	174,511	77	174,588	11,236	79	11,315

The Company's financial instruments have been categorised within one of three levels using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. These levels are based on the degree to which the fair value is observable and are defined as follows:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities;

- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices using simple models and extrapolation methods); and

- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

There were no transfers between levels in the year. Any transfers are assumed to have occurred at the beginning of the year.

The carrying value amounts of financial assets or liabilities, where recorded at amortized costs are a reasonable approximation of fair value.

13. Risk review (continued)

(e) Fair values of assets and liabilities (continued)

	2021			
	Level 1 £'000	Level 2 £'000	Level 3 £'000	Total £'000
Financial assets at fair value through profit and loss				
Derivative contracts	-	1,559	-	1,559
Financial assets at fair value through other comprehensive income				
Fixed rate bonds	-	-	-	-
Floating rate notes	203,602	-	-	203,602
Government bonds	-	-	-	-
Covered bonds	-	-	-	-
Financial assets designated at fair value through profit and loss				
Total assets	**203,602**	**1,559**	**-**	**205,161**
Financial liabilities at fair value through profit and loss				
Derivative contracts	-	2,743	-	2,743
Total liabilities	**-**	**2,743**	**-**	**2,743**

13. Risk review (continued)

(e) Fair values of assets and liabilities (continued)

	2020			
	Level 1 £'000	Level 2 £'000	Level 3 £'000	Total £'000
Financial assets at fair value through profit and loss				
Derivative contracts	-	9,945	-	9,945
Financial assets at fair value through other comprehensive income				
Fixed rate bonds	-	-	-	-
Floating rate notes	157,329	-	-	157,329
Government bonds	7,314	-	-	7,314
Covered bonds	-	-	-	-
Financial assets designated at fair value through profit and loss				
Total assets	164,643	9,945	-	174,588
Financial liabilities at fair value through profit and loss				
Derivative contracts	-	11,315	-	11,315
Total liabilities	-	11,315	-	11,315

14. Goodwill and intangible assets

	2021			
	Goodwill £'000	**Acquired intangible assets £'000**	**Software £'000**	**Total £'000**
Cost				
At 1 January 2021	62,199	30,651	14,536	107,386
Additions	21,459	15,200	3,553	40,212
At 31 December 2021	**83,658**	**45,851**	**18,089**	**147,598**
Accumulated amortisation				
At 1 January 2021	-	(15,590)	(4,587)	(20,177)
Charge in year	-	(5,940)	(3,073)	(9,013)
At 31 December 2021	**-**	**(21,530)**	**(7,660)**	**(29,190)**
Carrying amount as at 31 December 2021	**83,658**	**24,321**	**10,429**	**118,408**

	2020			
	Goodwill £'000	Acquired intangible assets £'000	Software £'000	Total £'000
Cost				
At 1 January 2020	62,133	30,651	11,913	104,697
Additions	66	-	2,623	2,689
At 31 December 2020	62,199	30,651	14,536	107,386
Accumulated amortisation				
At 1 January 2020	-	(11,202)	(2,070)	(13,272)
Charge in year	-	(4,388)	(2,517)	(6,905)
At 31 December 2020	-	(15,590)	(4,587)	(20,177)
Carrying amount as at 31 December 2020	62.199	15,061	9,949	87,209

14. Goodwill and intangible assets (continued)

Intangible assets (other than software) arise when the Company acquires a business and the fair value paid exceeds the fair value of the net tangible assets acquired. This premium reflects additional value that the Company determines to be attached to the business. Intangible assets include the contractual agreements to manage client funds. Where such assets can be identified, they are recorded as intangible assets arising from business combinations and charged to the income statement over time. The contractual agreements to manage client funds in relation to the acquired Wealth Management business of Sand Aire Ltd., C. Hoare & Co. and Lloyds Banking Group's ('LBG') UK discretionary, advisory, financial planning, execution, and associated investment services business are amortised over their useful life of ten years for Sand Aire Ltd and seven years for C. Hoare & Co. and LBG, on a straight-line basis.

The recoverable amount of acquired intangible assets is the greater of fair value less costs to sell and the updated discounted valuation of the remaining net residual income stream. Any impairment is recognised immediately in the income statement but may be reversed if relevant conditions improve.

Consideration paid to acquire the business in excess of the acquisition date fair value of net tangible and intangible assets is known as goodwill. Goodwill acquired in a business combination is allocated to the CGUs that are expected to benefit from that business combination. Goodwill is not charged to the income statement unless its value has diminished.

After acquisition, the business acquired is integrated fully into the existing Company. Assessment of whether goodwill has become impaired is therefore based on the expected future returns of the Company as a whole. In relation to the acquired Wealth Management business of Sand Aire Ltd., C. Hoare & Co. and LBG's UK discretionary, advisory, financial planning, execution, and associated investment services business the Company has therefore determined that there is one CGU, that of the Company. The recoverable amount of the CGU is determined from value-in-use calculations applying a discounted cash flow model. The key assumptions on which the Company's 5 year cash flow projections are based include long-term market growth rates of 2 per cent. per annum, a discount rate of 8 per cent., expected fund flows and expected changes to margins. A post tax discount rate that is equal to the Schroders cost of capital has been used to calculate a present value of the future earnings and a terminal growth rate of 2% has been applied which may be considered the best estimate of the terminal growth rate relative to historical growth and future expectations. Any impairment is recognised immediately in the income statement and cannot be reversed. The results of the calculation indicate that goodwill for the CGU is not impaired.

The sensitivity of the carrying amounts of goodwill to the methods and assumptions used in estimating the recoverable amounts of the CGU is small. This is due to the amount of goodwill allocated to the CGU relative to the size of the Company's future profitability estimate. Movements in the growth rate and/or the discount rate of 1 per cent. would not lead to any impairment.

Software purchased and internally developed for use in the business is also referred to as an intangible asset. The costs of purchasing, developing and implementing software, together with associated relevant expenditure, are capitalised where it is probable that future economic benefits that are attributable to the assets will flow to the Company and the cost of the assets can be measured reliably. Software is recorded initially at cost and then amortised over its useful life of three or five years on a straight-line basis.

At each reporting date, an assessment is made as to whether there is any indication that an asset in use may be impaired. If any such indication exists and the carrying values exceed the estimated recoverable amount, the assets are written down to their recoverable amount. The recoverable amount is the greater of fair value less costs to sell and value in use. Where intangible software assets are not yet available for use, an assessment of whether the carrying values exceed the estimated recoverable amount is made irrespective of whether there is any indication of impairment.

15. Deposits by banks

	2021 £'000	2020 £'000
Nostro accounts	14,667	10,793
Interbank deposits	105,029	50,000
Margin accounts	770	5,440
	120,466	66,233

Deposits by banks are initially recognised at the fair value of the consideration received net of any directly attributable transaction costs incurred. After initial recognition, the liabilities are accounted for at amortised cost using the effective interest method taking into account any attributable transaction costs. The carrying value amounts of financial assets or liabilities, where recorded at amortized costs are a reasonable approximation of fair value.

Nostro accounts include £12,564,000 (2020: £10,785,000), interbank deposits include £55,029,000 (2020: £nil) and margin accounts include £770,000 (2020: £nil) placed by other banks in the Group.

16. Customer accounts

	2021		2020	
	Measured at amortised cost £'000	**Total £'000**	Measured at amortised cost £'000	Total £'000
Current accounts	2,189,597	2,189,597	2,022,984	2,022,984
Term deposits	46,075	46,075	47,425	47,425
	2,235,672	**2,235,672**	2,070,409	2,070,409

A maturity analysis of customers' accounts is disclosed in note 13.

Customer accounts are initially recognised at fair value. After initial recognition they are accounted for at amortised cost using the effective interest method.

Customer accounts include £769,650 (2020: £13,402,000) placed by related parties.

The Directors consider that the carrying amount of customer accounts held at amortised cost is approximately equal to their fair value.

17. Trade and other payables

	2021 £'000	2020 £'000
VAT payable	12,477	5,762
Settlement accounts	1,629	1,380
	14,106	7,142

Trade payables, other than long-term employee benefits (see note 25), are recorded initially at fair value, subsequently at amortised cost and are current liabilities. The Directors consider that as a result of their short-term nature, the fair value of trade and other payables held at amortised cost approximates their carrying value.

The Company's policy and practice is to agree the terms of payment with suppliers at the time of contract and to make payment in accordance with those terms subject to satisfactory performance. The Company does not follow any code or standard on payment practice, but has adopted the UK Prompt Payment Code in 2013. Most suppliers' terms of settlement are in the range of 30 to 60 days. At 31 December 2021 the amount owed to the Group's trade creditors in the UK represented approximately 20 days average purchases from suppliers (2020: 23 days).

18. Dividends paid

A dividend of £36,692,000 was paid during the year (2020: £30,874,179).

19. Total equity

(a) Share capital

Share capital represents 169,500,000 (2020: 169,500,000) issued and fully paid ordinary shares at par value of £1 each.

(b) Fair value reserve

The fair value reserve represents the difference between the cost (or, if the asset has been reclassified or impaired, the fair value at the date of reclassification or impairment) and the fair value of financial assets that are classified as fair value through other comprehensive income.

(c) Retained earnings

Retained earnings represent profits brought forward, the profits for the year together with certain other amounts recognised directly in other comprehensive income and transactions with shareholders.

20. Guarantees

The Company may issue guarantees to third parties at the request of its clients. At the year end there were no guarantees (2020: £nil).

21. Commitments

Formal standby facilities, credit lines and other commitments to lend:

	2021 £'000	2020 £'000
1 year or less	800	3,600
More than 1 year	42,762	37,574
	43,562	41,174

22. Assets pledged as collateral security

As at 31 December 2021 there were no assets pledged as collateral security (2020: £nil).

23. Notes to the cash flow statement

	2021 £'000	2020 £'000
Operating activities		
Profit before tax	62,386	57,841
Adjustments for:		
- Depreciation of property, plant and equipment	9	1
- Amortisation of intangible assets	9,013	6,905
- Net profit/(loss) on financial instruments	(4)	25
	71,404	64,772
Changes in operating assets and liabilities:		
- Net increase in loans and advances to customers	(102,247)	(36,872)
- Net decrease in positive replacement values of derivatives	8,386	941
- Net (increase)/decrease trade and other receivables	(2,225)	1,510
- Net increase in prepayments and accrued income	(13,259)	(7,924)
- Net increase/(decrease) in deposits from banks	54,233	(31,642)
- Net increase in amounts due to customers	165,264	209,305
- Net decrease in interbank deposits maturity of more than three months	22,981	33,740
- Net decrease in negative replacement values of derivatives	(8,572)	(822)
- Net increase in trade and other payables	6,964	763
- Net increase in accruals and deferred income	19,883	4,676
Cash generated from operations	**222,812**	238,447
Income taxes paid	(12,071)	(11,353)
Net cash generated from operating activities	**210,741**	227,094

24. Related party transactions

Transactions between the Company, its parent, its subsidiaries and its fellow Group undertakings, which are related parties of the Company, together with details of transactions between the Company and other related parties are disclosed below:

	2021					
	Net income £'000	**Administrative expenses £'000**	**Amounts owed by related parties £'000**	**Loans and advances to related parties £'000**	**Amounts owed to related parties £'000**	**Loans and advances from related parties £'000**
Parent	-	-	-	-	3,269	-
Subsidiaries	-	-	1	-	0	-
Other related	36,022	32,857	21,725	8,920	20,944	98,693
Key management personnel	401	-	-	-	-	3,423
	36,423	**32,857**	**21,726**	**8,920**	**24,213**	**102,116**

In relation to key management personnel, included in the accounts of the subsidiaries of the Group are loans and advances from related parties of £1,337,000 and expenses of £1,000.

	2020					
	Net income £'000	Administrative expenses £'000	Amounts owed by related parties £'000	Loans and advances to related parties £'000	Amounts owed to related parties £'000	Loans and advances from related parties £'000
Parent	-	-	-	-	23	-
Subsidiaries	-	-	178	-	178	-
Other related	25,936	32,079	14,777	10,008	16,481	39,697
Key management personnel	168	3	-	-	-	3,459
	26,104	32,082	14,955	10,008	16,682	43,156

In relation to key management personnel, included in the accounts of the subsidiaries of the Group are loans and advances from related parties of £1,206,000 and expenses of £4,000.

Loans to and guarantees on behalf of Directors and Directors' transactions

Under the Companies Act 2006, the Company is permitted as a banking company to make loans and to issue guarantees on behalf of Directors of the Company. Loans to Directors of £7,572,000 were outstanding at 31 December 2021 (2020: £nil).

24. Related party transactions (continued)

Key management personnel remuneration

The Company has determined that the Board of Directors of the Company and members of its management committee are the key management personnel of the Company.

The remuneration of key management personnel during the year was as follows:

	2021 £'000	2020 £'000
Short-term employee benefits	8,670	7,391
Share-based payments	1,676	1,435
Other long-term benefits	2,125	1,780
Termination benefits	-	-
Post-employment benefits	72	77
	12,543	10,683

Financial guarantees, letters of credit and other undrawn commitments

During the year the Board approved an uncommitted liquidity line of £75 million to the Group. The Company has no other commitments and this liquidity line has not been drawn.

25. Retirement benefit obligations

The Company makes contributions on behalf of its employees to the Schroders Retirement Benefits Scheme ('the Scheme') which is administered by a Trustee company, Schroder Pension Trustee Limited. It is a funded scheme comprising a defined benefit ('DB') and a defined contribution ('DC') section; all current employees are members of the DC section.

Pension contributions are charged as 'Administrative expenses' to the income statement in the accounting period in which they arise.

The income statement charge for retirement benefit costs is as follows:

	2021 £m	2020 £m
Pension costs – defined contribution plans	57.9	55.0
Pension costs – defined benefit plans	(0.6)	(1.1)
Other post-employment	0.1	0.2
	57.4	54.1

The following disclosures relate mainly to the DB section of the Scheme as a whole and are not specific to this Company's contribution to the Scheme.

(a) Profile of the Scheme

The Scheme is administered by a trustee company, Schroder Pension Trustee Limited ('the Trustee'). The board of the Trustee comprises an independent chairman, three directors appointed by the employer and two directors elected by the Scheme members. The Trustee is required by law to act in the interest of all relevant beneficiaries and is responsible for setting the investment strategy and for the day-to-day administration of the benefits. The Trustee's investment committee comprises four of the Trustee directors and two representatives of the Group. This committee, which reports to the Trustee board, is responsible for making investment strategy recommendations to the board of the Trustee and for monitoring the performance of the investment manager.

25. Retirement benefit obligations (continued)

(a) Profile of the Scheme (continued)

Under the Scheme, employees are entitled to annual pensions on retirement based on a specified percentage of their final pensionable salary or, in the case of active members at 30 April 2011 (the date the DB section of the Scheme closed for future accrual), actual pensionable salaries at that date, for each year of service. These benefits are adjusted for the effects of inflation, subject to a cap of 2.5% for pensions accrued after 12 August 2007 and 5.0% for pensions accrued before that date.

As at 31 December 2021, there were no active members in the DB section (2020: nil) and 2,249 active members in the DC section (2020: 2,159). The weighted average duration of the Scheme's DB obligation is 18 years (2020: 19 years)

Membership details of the DB section of the Scheme as at 31 December are as follows:

	2021	2020
Number of deferred members	1,116	1,200
Total deferred pensions (at date of leaving Scheme)	£7.6m per annum	£8.2m per annum
Average age (deferred)	55	52
Number of pensioners	982	940
Average age (pensioners)	70	70
Total pensions in payment	£21.8m per annum	£20.8m per annum

(b) Funding requirements

The last completed triennial valuation of the Scheme was carried out as at 31 December 2020. The funding level at that date was 107% on the technical provisions basis and no contribution to the Scheme was required. The next triennial valuation is due as at 31 December 2023 and will be performed in 2024.

(c) Risks of the Scheme

The Company and the Trustee have agreed a long-term strategy for reducing investment risk as and when appropriate. This includes an asset-liability matching policy that aims to reduce the volatility of the funding level of the Scheme by investing in assets that perform in line with the liabilities of the Scheme.

25. Retirement benefit obligations (continued)

(c) Risks of the Scheme (continued)

The most significant risks that the Scheme exposes the Group to are:

Asset volatility

The liabilities are calculated using a discount rate set with reference to corporate bond yields. If assets underperform this yield, this will reduce the surplus or may create a deficit. The Group manages this risk by holding 71% (2020: 71%) of Scheme assets in a liability matching portfolio and the remainder in growth assets such as the Schroder Life Diversified Growth Fund. This asset mix is designed to provide returns that match or exceed the unwinding of the discount rate in the long term, but that can create volatility and risk in the short term. The allocation to growth assets is monitored to ensure it remains appropriate given the Scheme's long-term objectives.

Credit risk

The assets of the Scheme include liability driven investments ('LDI') and other fixed income instruments that expose the Group to credit risk. A significant amount of this exposure is to the UK Government as a result of holding gilts and bonds guaranteed by the UK Government. Other instruments held include derivatives, which are collateralised daily to cover unrealised gains or losses. The minimum rating for any derivatives counterparty is BBB.

Interest rate risk

A decrease in corporate bond yields will increase the value placed on the Scheme's liabilities for accounting purposes, although this should be partially offset by an increase in the value of the Scheme's liability matching portfolio, which comprises gilts, corporate bonds and other LDI instruments. The liability matching investments have been designed to mitigate interest rate exposures measured on a funding rather than an accounting basis. One of the principal differences between these bases is that the liability under the funding basis is calculated using a discount rate set with reference to gilt yields; the latter uses corporate bond yields. As a result, the liability matching portfolio hedges against interest rate risk by purchasing instruments that seek to replicate movements in gilt yields rather than corporate bond yields. Movements in the different types of instrument are not exactly correlated, and it is therefore likely that a tracking error can arise when assessing whether the liability matching portfolio has provided an effective hedge against interest rate risk on an accounting basis. At 31 December 2021, the liability matching portfolio was designed to mitigate 83% (2020: 83%) of the Scheme's exposure to changes in gilt yields.

Inflation risk

A significant proportion of the Scheme's benefit obligations are linked to inflation and higher inflation will lead to higher liabilities. However, in most cases, caps on the level of inflationary increases are in place. The majority of the growth assets are either unaffected by or not closely correlated with inflation, which means that an increase in inflation will also decrease any Scheme surplus. The liability matching portfolio includes instruments such as index-linked gilts to provide protection against inflation risk. At 31 December 2021, the liability matching portfolio was designed to mitigate 83% (2020: 83%) of the Scheme's exposure to inflation risk.

Life expectancy

The majority of the Scheme's obligations are to provide benefits for the life of the member, so increases in life expectancy will result in an increase in the liability.

25. Retirement benefit obligations (continued)

(d) Reporting at 31 December 2021

The principal financial assumptions used for the Scheme are:

	2021	2020
	%	%
Discount rate	2.0	1.4
RPI inflation rate	3.3	2.8
CPI inflation rate	2.9	2.2
Future pension increases (for benefits earned before 13 August 2007)	3.2	2.7
Future pension increases (for benefits earned after 13 August 2007)	2.2	2.0
Average number of years a current pensioner is expected to live beyond age 60:		
Men	28	28
Women	30	29
Average number of years future pensioners currently aged 45 are expected to live beyond age 60:		
Men	29	29
Women	30	30

Net interest income is determined by applying the discount rate to the opening net surplus in the Scheme. The Group determines the appropriate discount rate at the end of each year. This is the interest rate that is used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, the Group considers the interest rates of high quality, long dated corporate bonds that are denominated in the currency in which the benefits will be paid.

Estimates and judgements

The Group estimates the carrying value of the Scheme by applying judgement to determine the assumptions as set out on page 147, used to calculate the valuation of the pension obligation using member data and applying the Scheme rules. The Scheme assets are mainly quoted in an active market. The sensitivity to those assumptions is set out below. The most significant judgemental assumption relates to mortality rates, which are inherently uncertain. The Group's mortality assumptions are based on standard mortality tables with Continuous Mortality Investigation core projection factors and a long-term rate of mortality improvement of 1.0% (2020: 1.0%) per annum. An additional adjustment, an "A parameter" set to 0.25% (2020: 0.25%) per annum, allows for the typically higher rate of mortality improvement among members of the Scheme compared to general population statistics. The latest base mortality tables have been adopted with no scaling (2020: nil) following a Scheme specific review of the membership data.

The Group reviews its assumptions annually in conjunction with its independent actuaries and considers this adjustment appropriate given the geographic and demographic profile of Scheme members. Other assumptions for pension obligations are based in part on current market conditions.

The financial impact of the Scheme on the Group has been determined by independent qualified actuaries, Aon Solutions UK Limited, and is based on an assessment of the Scheme as at 31 December 2021.

25. Retirement benefit obligations (continued)

(d) Reporting at 31 December 2021 (continued)

The sensitivity of the Scheme pension liabilities to changes in assumptions are as follows:

		2021	
Assumption	**Assumption change**	**Estimated (increase)/ reduction in pension liabilities £m**	**Estimated (increase)/ reduction in pension liabilities %**
Discount rate	Increase by 0.5% per annum	66.2	7.6
Discount rate	Decrease by 0.5% per annum	(78.3)	(9.0)
Expected rate of pension increases	Increase by 0.5% per annum	(51.5)	(5.9)
Expected rate of pension increases	Decrease by 0.5% per annum	51.3	5.5
Life expectancy	Increase by one year	(43.6)	(4.7)
Life expectancy	Decrease by one year	42.9	4.9

		2020	
Assumption	Assumption change	Estimated (increase)/ reduction in pension liabilities £m	Estimated (increase)/ reduction in pension liabilities %
Discount rate	Increase by 0.5% per annum	78.1	8.6
Discount rate	Decrease by 0.5% per annum	(87.7)	(9.6)
Expected rate of pension increases	Increase by 0.5% per annum	(80.7)	(8.9)
Expected rate of pension increases	Decrease by 0.5% per annum	62.3	6.9
Life expectancy	Increase by one year	(45.4)	(5.0)
Life expectancy	Decrease by one year	44.6	4.9

25. Retirement benefit obligations (continued)

(d) Reporting at 31 December 2021 (continued)

Movements in respect of the assets and liabilities of the Scheme are:

	2021	2020
	£m	£m
At 1 January	1,077.2	1,001.5
Interest on assets	14.8	20.7
Remeasurement of assets	20.1	91.5
Benefits paid	(40.5)	(36.5)
Administrative expenses[1]	(1.0)	-
Fair value of plan assets	**1,070.6**	1,077.2
At 1 January	(909.0)	(865.2)
Interest cost	(12.4)	(17.8)
Actuarial gains due to change in demographic assumptions	1.0	(0.6)
Actuarial losses due to change in financial assumptions	18.6	(74.8)
Actuarial (losses)/gains due to experience	(11.4)	12.9
Benefits paid	40.5	36.5
Present value of funded obligations	**(872.7)**	(909.0)
Net asset	**197.9**	168.2

1. Following the last completed triennial valuation it was agreed that certain administrative expenses of the scheme would be paid out of the scheme surplus. The approach will be reviewed as part of the next triennial valuation.

The Group has not materially changed the basis of any of the principal financial assumptions underlying the calculation of the Scheme's net financial position during 2021, although such assumptions have been amended where applicable to reflect current market conditions and expectations.

25. Retirement benefit obligations (continued)

(d) Reporting at 31 December 2021 (continued)

The fair values of the Scheme's plan assets at the year end are:

	2021		2020	
	Value £m	**Of which not quoted in an active market £m**	Value £m	Of which not quoted in an active market £m
Liability-driven investments	752.3	-	762.4	-
Portfolio funds	307.3	44.6	286.9	38.8
Exchange-traded futures and over the counter derivatives	(12.3)		3.3	5.6
Cash	23.3	-	24.6	-
Total	**1,070.6**	**44.6**	1,077.2	44.4

26. Directors' emoluments

The amounts set out below are in respect of 8 (2020: 10) Directors whose emoluments were charged either in part or in full to the Company during the year. These Directors received the following remuneration in connection with the management of the affairs of the Company. In 2020 the emoluments of 1 Director employed by and paid for by the ultimate parent company were included in the financial statements of that entity. Their emoluments were deemed to be wholly attributable to their services to the ultimate parent company. The Director therefore received no incremental emoluments for their services to the Company.

	2021 £'000	2020 £'000
Aggregate emoluments	3,423	2,750
Company pension contribution to the defined contribution pension scheme	5	5
	3,428	2,755

In addition to the emoluments detailed, deferred amounts conditionally receivable by current Directors were £768,000 (2020: £705,000).

Retirement benefits have accrued to no (2020: no) Directors under a defined benefit scheme and to 2 (2020: 2) Directors under a defined contribution pension scheme.

During the year, 5 (2020: 5) Directors became entitled to shares under the Group's Equity Compensation Plan, or the Group's Deferred Award Plan and no Director (2020: 1) became entitled to shares under the Group's Equity Incentive Plan.

26. Directors' emoluments (continued)

In respect of the highest paid Director, the aggregate emoluments and the amounts (excluding shares) received under the deferred incentive plans were £1,493,000 (2020: £1,138,000). The Director did become entitled to shares under the Group's Equity Compensation Plan or the Group's Deferred Award Plan (2020: did). The accrued annual pension under the Schroders Retirement Benefits Scheme, a defined benefits scheme, at the end of the year was £nil (2020: £nil). The contribution to a defined contribution scheme was £nil (2020: £nil).

27. Share-based payments

The Company makes share-based payments to key employees through awards over ordinary shares of Schroders plc.

Awards over ordinary shares made under the Group's Equity Compensation Plans are charged at fair value as 'Operating expenses' in the income statement. There are no performance conditions attached to the awards. For the Equity Compensation Plan the fair value of an award is calculated using the market value of the shares at the date of grant, discounted for the dividends forgone over the average holding period of the award. For the fair value of an award is calculated using the market value of the shares on the date of grant. The fair value charges, adjusted to reflect actual levels of vesting, are spread over the performance period and the vesting period of the awards. Awards are structured as nil-cost options.

Awards over ordinary shares made under the Group's Deferred Award Plan are charged at fair value as 'Operating expenses' in the income statement. The fair value of an award is calculated using the market value of the shares on the date of grant. The fair value charges, adjusted to reflect actual levels of vesting, are spread over the performance period and the vesting periods of the awards. Awards are structured as nil-cost options.

Awards over ordinary shares made under the Group's Equity Incentive Plan are charged at fair value to the income statement over a five year vesting period. Fair value is determined at the date of grant and is equal to the market value at that time. Awards are structured as nil-cost options.

Awards that lapse or are forfeited result in a credit to the income statement (reversing the previous charge) in the year in which they lapse or are forfeited.

The Company has the following share-based payment arrangements:

- **Equity Compensation Plan:** Under these scheme, key employees receive deferred bonus awards over ordinary shares in Schroders plc, normally structured as rights to acquire shares at nil cost. These awards are subject to forfeiture and will vest on the third anniversary provided the participant continues to be employed within the Group.
- **Deferred Award Plan:** Under this scheme, certain employees receive deferred bonus awards over ordinary shares in Schroders plc, normally structured as rights to acquire shares at nil cost. These awards are subject to forfeiture and will vest provided the participant continues to be employed within the Group. The vesting periods vary but typically participants have a right to one third of an award after each year of a three year vesting period and some awards fully vest on the fifth anniversary of the grant.
- **2008 Equity Incentive Plan:** Under this scheme, eligible employees receive awards of ordinary shares in Schroders plc, normally structured as rights to acquire shares at nil cost. These awards are subject to forfeiture and will vest on the fifth anniversary of the grant, provided the employee continues to be employed within the Group.
- **Share Incentive Plan**: Under this scheme approved by HM Revenue & Customs, eligible individuals can purchase ordinary shares in Schroders plc. each month up to £1,800 per taxation year from their gross salary. The Group matches employee share purchases up to £100 per month. These matching shares are effectively free shares awarded to the individual subject to their remaining in employment for one year.

All of the above share-based payment arrangements involve a maximum term of ten years for each option granted and are settled through the transfer of equity instruments of its ultimate parent, Schroders plc to its employees.

27. Share-based payments (continued)

The Company recognised total expenses of £5,325,000 (2020: £3,160,000) arising from share-based payment transactions during the year.

(a) Equity Compensation Plan

	2021	2020
	Ordinary shares Number	Ordinary shares Number
Rights outstanding at 1 January	322,099	294,049
Granted/Shares in lieu of dividends	8,681	70,090
Forfeited	(977)	(463)
Exercised	(71,021)	(41,577)
Transfers	-	-
Rights outstanding at 31 December	**258,782**	322,099
Vested	144,009	154,089
Unvested	114,773	168,010
Weighted average fair value of shares granted (£)	-	23.65
Weighted average share price at dates of exercise (£)	35.33	28.59

There is no weighted average fair value for shares granted in lieu of dividends. The weighted average exercise price per share is nil.

A charge of £351,000 (2020: £869,000) was recognised during the financial year.

27. Share-based payments (continued)

(b) Deferred Award Plan

	2021 Ordinary shares Number	2020 Ordinary shares Number
Rights outstanding at 1 January	133,011	96,399
Granted / Shares in lieu of dividends	153,767	58,916
Forfeited	(182)	-
Exercised	(48,397)	(22,304)
Rights outstanding at 31 December	**238,199**	133,011
Vested	73,842	18,981
Unvested	164,357	114,030
Weighted average fair value of shares granted (£)	33.53	23.61
Weighted average share price at date of exercise (£)	34.72	27.48

There is no weighted average fair value for shares granted in lieu of dividends. The weighted average exercise price per share is nil.

A charge of £4,116,000 (2020: £1,459,000) was recognised during the financial year.

(c) 2008 Equity Incentive Plan

	2021 Ordinary shares Number	2020 Ordinary shares Number
Rights outstanding at 1 January	110,840	97,226
Granted/Shares in lieu of dividends	3,419	35,896
Forfeited	-	-
Exercised	(20,532)	(22,282)
Rights outstanding at 31 December	**93,727**	110,840
Vested	18,755	19,465
Unvested	74,972	91,375
Weighted average fair value of shares granted (£)	-	28.74
Weighted average share price at dates of exercise (£)	36.34	29.91

There is no weighted average fair value for shares granted in lieu of dividends. The weighted average exercise price per share is nil.

A charge of £490,000 (2020: £482,000) was recognised during the financial year.

27. Share-based payments (continued)

(d) Share Incentive Plan

The employee monthly share purchase plan is open to UK permanent employees and provides free shares from the Group to match the employee purchase of shares up to a maximum of £100 per month. Pursuant to these plans 11,136 ordinary shares were granted (2020: 12,846), at a weighted average share price of £35.87 (2020: £29.22). A charge of £368,000 (2020: £350,500) was recognised during the financial year.

28. Business combinations

The acquisition of businesses is accounted for using the acquisition method. The cost of acquisition is measured as the aggregate of the fair values, at the date of exchange, of assets given and liabilities incurred or assumed. Costs incurred as part of the acquisition are expensed in the income statement.

29. Ultimate and immediate parent company

The Company's immediate parent company is Schroder Wealth Holdings Limited (incorporated in England and Wales), whose ultimate parent company and ultimate controlling party is Schroders plc (incorporated in England and Wales).

The results of the Company are consolidated in the Annual Report and Accounts of Schroders plc, copies of which can be obtained from www.schroders.com.

The Company has taken advantage of the exemption not to prepare consolidated accounts, provided by Section 400 of the Companies Act 2006, as the Company is included in the consolidated accounts of a larger UK group.

30. Events after the year end

There have been no material events after the year end date.